

# HRCA Newsletter

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2002

## March/April 2002 HRCA Newsletter Summary

By James Duran

### SUMMARY & INTRODUCTION

Welcome to the HRCA Newsletter! Article submissions for the newsletter can be forwarded to me directly at jamesd@duranhcp.com This is your newsletter, so please forward articles, reviews, and comments and or share your expertise with other members. If you've been to a conference or seminar lately for example, and you learned something you'd like to share with other members use this newsletter as a communication vehicle. The first article in this issue concerns **HRCA Bylaw Revisions** and talks about the revisions and revision process. Included with this HRCA Administration section is a brief review of our **Officer Elections** process, which will be covered regularly in Sue Fox's email updates until our next slate of Officers takes office in July. The next article is a reprint of a brief speech by Jesse Hahn, one of our members, on **What Recruiting will Look Like in the Future**, and is followed by a brief counterpoint commentary by me, James Duran. The next article is really a couple of lists by the San Jose Business Journal on the **largest temporary placement and IT placement agencies in the silicon valley**. To keep you updated on real statistics for the Country, the State and the Santa Clara Valley, we have an article on unemployment statistics compiled by the BLS and the EDD. For years, I have been an advocate of



**Customer Service** in recruiting, so I'm happy to reprint here an article by Kevin Wheeler on that same subject. Internet Searching is something most of us are trying to improve our abilities in so you'll find a reprinted article here from Washington Researchers on the **Ten Commandments of Internet Searching**. For **Legal Updates**, most of you may have heard of recent changes in California Employment law regarding **Background Check Disclosure** to candidates, so we have an article on that. Unless you've been in a black hole for the last year, you've probably heard a lot about **Candidate Relationship Marketing or Candidate Relationship Management Systems**, so I've taken this as an opportunity to talk about them. This is such a hot topic that I'd like to invite each of you to send me your ideas on CRM, what you are doing to do it yourself or what you've seen at your client/employer sites, and which ATS's seem to have the best CRM functionality. Lastly, I have a current **Calendar of HR and Recruiting Events** for the rest off the year. Since so many are unemployed today, it may make a lot of sense to take this continuing lull as an opportunity to go out there and attend one of these events to get better informed and spark your creative juices. Go for it!

### Inside this issue:

Newsletter Summary	1
HRCA Bylaw changes & Pending elections	2
GTRN Update	2
Legal Update Corner	3
What will Recruiting look like in the future	4-5
The Ten Commandments of Internet Recruiting	5
Largest Silicon Valley Temp & IT Placement Agencies	6
BLS & EDD Employment Figures	7
Communication and Customer Service	8
Trends in Recruiting	9-10
Event Calendar	11-12
HRCA Bylaws	13-14
HRCA Ballot	15

published in this newsletter. Thank You.



## HRCA BYLAW CHANGES & PENDING ELECTIONS

James Duran

### BYLAW CHANGES

The HRCA Bylaws have been modified to reflect new member categories, honorary and partnership, and to reflect a new approach toward modifying the Bylaws in the future.

Enclosed with this newsletter is a copy of the proposed Bylaws as amended. These amendments are not final and require your approval. This amendment will come up for a vote at our June meeting. For you information, we will be providing a ballot for you to vote on the amendments in the event that you are unable to attend the meeting when we vote on them.

In the meantime, if you wish to make suggestions for further revision, the Newsletter will be used as a forum for comment, on the proposed changes or any other changes you would like to see implemented. Don't hesitate to send me your comments via email and they will be

### OFFICER ELECTIONS

The HRCA 2002 Election of Officers is coming up in June. The Board will announce the names of those who have been nominated for the four Board Positions listed below. For any of you who are interested in taking a more visible role in our organization, becoming a leader in the Recruiting and HR arena here in Silicon Valley, and want to make a meaningful contribution to your profession and your community, contact our current President, Joe Compton. Joe can tell you what happens with the Board, what projects are in the hopper and what the vision of the future is for the HRCA.

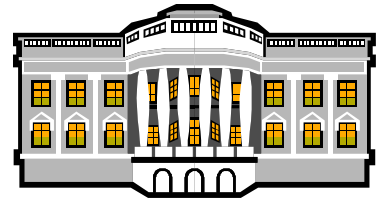
Ballots with those nominated will be sent to the members by June 1<sup>st</sup> and must be returned by the 21<sup>st</sup>. The winners will be announced at the June meeting, taking office in July. The term of the office is July 1<sup>st</sup>, 2002 to June 30<sup>th</sup>, 2003.

### Elected Board Positions: President Vice President Secretary Treasurer

Please contact Joe Compton if you are interested.

(h) 925-484-3962  
(w) 408-894-4046

Susan Fox will post updates on the election process in her weekly HRCA emailed newsletter. If you are not currently receiving her emails, contact her at [suef@duranhcp.com](mailto:suef@duranhcp.com) to update your contact info.



## GTRN UPDATE – Insurance, Budget and Officer Elections

James Duran  
GTRN Board Member

The GTRN has been actively pursuing incorporation. At our most recent teleconference meetings we discussed the subject of liability insurance for the Board. A discussion is ongoing about the perceived need to secure insurance for the Board, but it appears that the majority of member participants are leaning toward the idea that we don't need insurance since we haven't produced any events where people might get injured and we don't want to use what little money we have on unnecessary luxuries such as insurance. Another item we are working on is putting the GTRN Bylaws together and deciding what Officer positions the organization will have. Susan Gutman with the Colorado TRN is also acting as our interim Treasurer and has put together a proposed 3 year budget for the GTRN which is necessary for the incorporation process. I'll keep you informed as the GTRN evolves. I clearly see it as a very useful vehicle primarily for our recruiting members to get in touch with recruiters across the country, and a vehicle that we can leverage our numbers in with respect to securing discounts.

# LEGAL UPDATE CORNER

## NEW BACKGROUND CHECK REQUIREMENTS

Partially Excerpted from California Chamber of Commerce Labor Law Extra, Feb 21, 2002

The California legislature has amended the California Civil Code §1786, Consumer Reporting Agencies Act, such that, as of January 1, 2002, employers, who hire firms to run background checks about applicants or employees, are required to provide the subjects of the investigations with both a written notice that a background check will be conducted and, upon conclusion of the background check, with a written copy of the report. The law amends and broadens existing background checking requirements, and was enacted in part out of concern for identity theft issues.

For HR and Recruiting Staff, a key issue concerns the as yet uncertain boundary between what the law considers a "reference check," and what it considers a "background check." Reference checks involve the prospective employer verifying with a previous employer the applicant's employment dates, job title, and last salary. Background checks go further - evaluating

an individual's character, general reputation, personal characteristics, and mode of living.

Employers who use third party agencies, or others in lieu of an agency, to perform background checks now must:

- Notify the applicant or employee in writing within three days after requesting the background check that an "investigative consumer report" about the person's character, general reputation, personal characteristics, and mode of living will be made;
- Give the applicant or employee a copy of the report and information on the agency that issued it, as well as how to contact them. The employer must give the information either during the meeting with the applicant or employee, or within seven days of receiving the report, whichever is earlier.
- Include the name and address of the agency conducting the investigation and the nature and scope of the investigation requested. The notification also must contain information about how the applicant or employee can obtain the re-

port from the agency (CA. Civil Code section 1786.22);

Employers also must certify to the agency that they have made the required disclosures to the applicant or employee and that the employer will comply with the requirement to provide a copy of the report to him or her. Getting the applicant or employee's permission by having them sign a release or acknowledgment is strongly suggested. If there is suspicion of wrongdoing or a good faith belief of criminal wrongdoing by the subject of the investigation that could result in a loss to the employer, employers do not have to give notice.

Since it is unclear whether this legislation also applies to reference checks for employment, employers should proceed very cautiously.

### What Should You Do?

- Review current reference checking policies and practices;
- Evaluate whether you must notify applicants or employees when conducting a reference or background check. Consult with legal counsel if you have any questions.
- Comply with all notification requirements.

## HRCA Board Contact information:

Joe Compton, President, joe\_compton@maxtor.com  
Richard Holtry, Vice President, richardh@proqwest.com  
Terrie Rayl, Treasurer, trayl@staffingsource.com  
Susan Fox, Secretary, suef@duranhcp.com  
Bev Auton, Chair, Generalist Committee, bevauton@earthlink.net  
Marianne Beyari, BrassRing/Job Fair Coord, mbeyari@earthlink.net  
Jan DiNuoscio, Past President, dinuse@aol.com  
James Duran, Newsletter Editor, jamesd@duranhcp.com  
HRCA Business Office Service, Helen Frederick, hfgroup@pacbell.net  
Jolene Huey, Programs, johuey@aol.com  
Sandra Leboy, Client Marketing, sleboy@netvista.net  
Loan Therene, Scholarships, loantn@yahoo.com





## What will Recruiting look like in the future?

**Jesse Hahn**

### **Preface (James Duran)**

The following is the primary text of a speech given by our own Jesse Hahn at an Employment Convention event in Seattle, in January of 2002. Jesse Hahn, a member of the silicon valley HRCA, is the President and Owner of HTC Research in Concord, a research company specializing in name generation and candidate profiling services to high technology companies. HRCA does not endorse member or products or services and this is not an advertisement for Jesse or his company. However, member ideas, commentary and opinions are wholeheartedly invited in this newsletter. Following the reprint of the speech below, I offer another perspective on his comments.

### **SPEECH –Jesse Hahn**

Recruiters of all types suffer in a sour economy. In the year 2000 there were almost 6,000 recruiters in the San Francisco Bay area whom were either working at a Company or at an Agency. As of December 2001 there were less than 2,000 recruiters working in the Bay Area! That is a drop of over 66%.

For an recruiter to survive and be successful today, and in the future, they will need to focus on helping companies find the BEST candidates for their clients, not the best of the available, non-working candidates. Companies have and can find plenty of employees that can “do the job” what they can’t do or seem to have a hard time doing is finding and attracting the best candidates. These candidates are the future employees that create, innovate and invent new ways of doing things that either make or save the company lots of money.

In the vast majority of cases, top candidates are hard to find because they already have jobs and are typically not looking for a new position and therefore do not have their resumes posted on the Internet. To find the best candidates, recruiters will need to rely less on job boards, resume databases or personnel websites and focus more on getting back to the basics of the recruiting that were established in the 70’s and 80’s. Recruiters will be getting back to basics by picking up the phone and recruiting the best candidates that are currently working.

Most large recruiting agencies subscribe to the big resume databases, just like their clients. That reduces recruiting down to whoever can find the candidate first using the same database. Recruiters become candidate screeners and resume pushers not true recruiters. Now that companies have gotten savvy to resume databases and job boards they are becoming more and more reluctant to pay placement fees for candidates that originated from an online source. What it boils down to is, the easier it is to locate and qualify a candidate via online resources, the less likely a company is to pay a fee for that candidate.

Recruiters will have to find candidates that most companies could not find or attract on their own. Sourcing and research for recruiting purposes now becomes a recruiter’s secret weapon. Whether they do it in house or out-source it to a research firm like HTC Research, sourcing passive candidates from their clients direct competitors will be a service and skill set no recruiter will be able to do without. Recruiters that go back and focus on the passive candidate market while supplementing their recruiting efforts with online resources will be far more successful than those that only use online databases to fill their client’s open positions.

### **COUNTERPOINT – James Duran**

Jesse’s comment on the number of recruiters in the area illustrate the state of recruiter unemployment in the Bay Area today. I have seen recruiters who have lowered rates significantly to stay employed, and more importantly, have seen and heard of many recruiters who have been unemployed for over a year. In order to stay employed and or get employed, a recruiter must do his/her best and frequently that is not enough. In this bear market or recruiters, client expectations placed upon recruiters are frequently beyond the norm.

Finding the best candidate is certainly a top priority. Finding the best candidates using ethical practices is also extremely important. Is the frequent lying or active conscious misrepresentation by Researchers of their own identity to be overlooked by Recruiters who use them in the search for the “Best candidates” who theoretically are working? Is this same “Sourcing” skillset to be condoned any more when an internal or contract recruiter uses it as an artifice?

Continued...

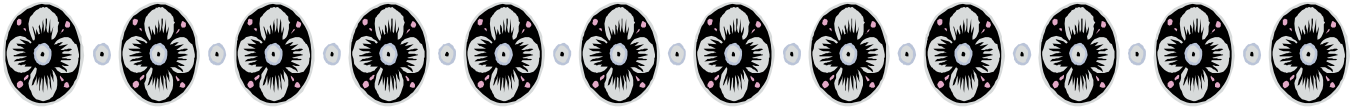
What is the best candidate? In my mind the ingredients that make the best candidate have to do with the company culture and environment, the company and workgroup leadership, the economic climate at a given point in time for the company, the resources available, the OPPORTUNITY, etc. The Berkeley liberal that I am, I believe there is a place for everybody somewhere and that no human is a poor performer, given the right set of circumstances to succeed. However, having said that, I also believe that with good behavioral interviewing skills, given the opportunity, we can select from amongst candi-

dates sourced to choose the ones who have the most accomplishments and past track record of success, who are likely to succeed in any environment – And this is where we can put our screening talents to work as recruiters.

In today's environment, finding candidates using job boards is not hard at all. The quality and user friendliness of job boards has risen to the extent, that the use of an internal database has almost become irrelevant, because whenever you want them, you can find new candidates who seem to have the skills you want. And even when the perfect candidate is not available, using our recruiting skills, we can find people on a job

board who we can use to network our way to the best candidates whose resumes are not on the job board. This then leads to a different test of our skills as recruiters. The paradigm is changing.

The new paradigm in recruiting says that today, the most important new development in recruiting is the increasing use of relationship management tools. In another article in this newsletter, I discuss the concept of relationship management, what it means and how it can make a difference.



## The Ten Commandments of Internet Searching

There are right ways-and wrong ways-of using the Internet as a search resource. Newcomers often make the mistake of thinking that "everything" can be found on the net. Wizeden information professionals often mistakenly believe that the Net is nothing but an online cyberslum offering nothing of merit. The truth lies somewhere between these two extreme views. Washington Researchers is a firm specializing in business and competitive intelligence research. In business since 1974, they've learned a lot about searching the Net, and have distilled their experience into these ten wonderful nuggets of wisdom.

1. Know your search engine, remembering that only a portion of all the websites are indexed by the best search engines leads right into #2.
2. Use multiple search engines (or metacrawlers)
3. Don't count on being anonymous. Don't forget about those cookies!
4. Search for sources, not just information. Look for people you can call to get more detailed information.
5. Consider the source of what you find. Just because it is in print, doesn't mean it's true. Information can be typed incorrectly or copied from another source that was wrong. Or perhaps it is written just to be misleading.
6. Be prepared to spend some money to get the really good stuff.
7. Ask, "Is there any reason to believe what I want is out there?" BEFORE going online.
8. Don't use the Internet to do a database service's work.
9. Know your outcome. Searching or surfing? Searching has an outcome in mind. Surfing implies enjoying the ride letting yourself be taken along where links lead you. Each has its purpose -- understand the difference.
10. Buy a kitchen timer. If you don't watch yourself, you will spend hours looking for something that can't be found or you will end up surfing instead of searching.

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# Largest Silicon Valley Temporary Placement Agencies & IT Placement Firms

James Duran, Summarized from San Jose Business Journal, March 29, 2002

The San Jose Business Journal, [www.sanjose.bizjournals.com](http://www.sanjose.bizjournals.com), publishes some interesting lists annually that every recruiter and many HR folks should be aware of. In particular, in the March 29 issue, they have published the data on the largest temporary placement agencies ranked by total hours billed. A summary of that data follows:

## Largest Temporary Placement Agencies

Rank	Agency Name	Phone	Website	Local Executive
1	Manpower Staffing Services	408 264-5200	<a href="http://www.manpowersj.com">www.manpowersj.com</a>	Bob Lee
2	Kelly Services	408 261-7000	<a href="http://www.kellyservices.com">www.kellyservices.com</a>	Tami Troxell
3	Richmar Associates	408 727-6070	<a href="http://www.richmar1.com">www.richmar1.com</a>	Don Herd
4	AppleOne Emp Svcs	800 564-6544	<a href="http://www.appleone.com">www.appleone.com</a>	Gregg Hassler
5	Advanced Technical Resources	408 328-8000	<a href="http://www.atr1.com">www.atr1.com</a>	Jerry Brenholz
6	Crossroads Staffing Services	408 246-6351	<a href="http://www.crossroads-staffing.com">www.crossroads-staffing.com</a>	Wayne Cronover
7	Select Personnel Services	408 727-1607	<a href="http://www.selectpersonnel.com">www.selectpersonnel.com</a>	Monica Foyer
8	RemedyTemp Inc.	949 425-7600	<a href="http://www.remedystaff.com">www.remedystaff.com</a>	Anne Good
9	Josephine's Personnel Services	408 943-0111	<a href="http://www.jps-inc.com">www.jps-inc.com</a>	Josephine Hughes
10	Trendtec	408 436-1200	<a href="http://www.trendtec.com">www.trendtec.com</a>	Robert Ishizaka
11	Balance Staffing Services	408 980-9000	<a href="http://www.balancestaff.com">www.balancestaff.com</a>	Robert Feinstein
12	Complimate Technical Staffing	408 773-8994	<a href="http://www.complimate.com">www.complimate.com</a>	Kristen Davis

## Largest IT Placement Firms

Rank	Agency Name	Phone	Website	Local Executive
1	General Employment Enterprises	408 954-9000	<a href="http://www.generalemployment.com">www.generalemployment.com</a>	Albert Cato
2	Oxford & Associates	408 392-0413	<a href="http://www.oxfordcorp.com">www.oxfordcorp.com</a>	Michael Bailey
3	Mindsource, Inc.	650 254-8909	<a href="http://www.mindsource.com">www.mindsource.com</a>	Dave Clark
4	Foxhunt (formerly Impact)	659 941-9400	<a href="http://www.foxhunt.com">www.foxhunt.com</a>	Mary Voss
5	Complimate Technical Staffing	408 773-8994	<a href="http://www.complimate.com">www.complimate.com</a>	Kristen Davis
6	Information Technology Partners	650 312-9090	<a href="http://www.itp-inc.com">www.itp-inc.com</a>	Joanne Gudicelli

# BLS & EDD EMPLOYMENT FIGURES, FEBRUARY 2002

Bureau of Labor Statistics

## MASS LAYOFFS

Employers initiated 1,383 mass layoff actions in February 2002, as measured by new filings for unemployment insurance benefits during the month, according to data from the U.S. Department of Labor's Bureau of Labor Statistics. Each action involved at least 50 persons from a single establishment, and the number of workers involved totaled 138,984. (See table 1.) Compared with February 2001, the number of layoff events declined by 8 percent and the number of claimants fell by 20 percent. This was the second time in the last three months that layoff events and related initial claims declined over the year.

## Unemployment

The number of unemployed persons (7.9 million) and the unemployment rate (5.5 percent) were essentially unchanged in February, following declines in both measures in January. The unemployment rate for Hispanics fell by a percentage point to 7.1 percent in February. Jobless rates for the other major worker groups--adult men (5.0 percent), adult women (5.0 percent), teenagers (15.6 percent), whites (4.9 percent), and blacks (9.6 percent)--were little changed.

## Unemployment by State, Selected States, February 2002

California	6.4
Colorado	5.8
Illinois	6.4
Massachusetts	4.7
New York	6.4
Texas	5.8



## County Unemployment

The below figures are provided by EDD. See: <http://www.edd.ca.gov/> and look under Labor market Information. Note the basic unemployment rate for Santa Clara County was 7.3% for February 2002.

March 15, 2002

MONTHLY LABOR FORCE DATA FOR COUNTIES  
FEBRUARY 2002 (Preliminary); 2001 BENCHMARK  
NOT SEASONALLY ADJUSTED

COUNTY	RANK	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	RATE
STATE TOTAL		17,515,100	16,389,500	1,125,600	6.4%
ALAMEDA	23	767,600	720,800	46,800	6.1%
CONTRA COSTA	9	516,100	493,000	23,200	4.5%
LOS ANGELES	24	4,935,800	4,621,500	314,300	6.4%
MARIN	2	135,900	131,300	4,600	3.4%
SACRAMENTO	16	625,400	594,400	31,100	5.0%
SAN DIEGO	4	1,456,500	1,402,400	54,100	3.7%
SAN FRANCISCO	25	432,700	404,100	28,600	6.6%
SAN MATEO	6	403,900	386,600	17,200	4.3%
<b>SANTA CLARA</b>	<b>29</b>	<b>998,700</b>	<b>926,200</b>	<b>72,500</b>	<b>7.3%</b>
SANTA CRUZ	39	144,000	129,900	14,100	9.8%



## Communication and Customer Service: More Important Than Ever

**Kevin Wheeler (reprinted by Permission of Kevin Wheeler a frequent author of ERExchange)**

Our lack of a position does not justify in any way the failure to communicate intelligently and maturely with them. If we don't have positions right now, we can certainly maintain email or telephone contact and explain what the situation is.

We talk about candidate relationship management a lot. More and more software is available to expedite the CRM process ... and yet, I wonder if we can possibly be successful when we cannot manage the simpler process of basic customer courtesy.

Here are three very simple and basic practices I would like to see recruiters and whole organizations adopt as first steps to improving the image of our profession, as well as our success rate. Adopting these will more than likely force changes in

your recruiting process and in the software or tools that you use to contact candidates, but that is all for the good.

**Principle #1: Generally act toward any candidate the way you would want to be treated yourself.**

We all know what good customer service looks and feels like. And we all know how we would want other recruiters to treat us if we were looking for work. This may mean giving the frontline recruiting administrative staff lessons in customer service or in making sure they know that the relationship between an organization and a candidate is often made or destroyed at the very lowest levels. A discourteous receptionist or an administrative staffer who is curt or unfriendly can ensure you never hear from that candidate again.

**Principle #2: Get back to every candidate with a response that provides some feedback.**

Don't use legal liability, the fact that you are too busy, or company policy as an excuse to avoid feedback. There is a lot that you can say that is perfectly legal and shows respect. Let candidates know that you don't have open positions or that the ones that are open require certain skills they do not have. Give the candidate some clue as to what they might do to be more attractive to your firm. Be honest if it is unlikely that any positions are going to be open in the near term, and outline your policy toward considering outside people if you have one that considers those laid off first.

**Principle #3: Develop a communications system — email or newsletters, for example — that will allow you to contact many candidates with a single process.**

Candidates I talk to don't mind get-

ting emails keeping them updated on a company or on a position type. Anything that keeps them informed is better than the deep silence that is more characteristic. They would rather get a newsletter than nothing at all. Many new recruiting tools make it easy to stay in touch, and I am certain these will be seen as required tools within a year or two. Broad, general communication to the people who have sent in resumes or filled out applications cements relationships and will make it much easier to recruit people when times get better. Keeping in touch with those who have been laid off and with those who are seeking out possibilities will reap benefits when the economy turns the corner (and that seems to be happening already).

A skills shortage remains with us and will for the rest of your career. I have written before about the declining skills levels, the aging workforce, and the increasing demand for people with very specific skills. You do yourself and your organization a long-term disfavor by not having strong customer service rules, processes, and enforcement.

**Kevin Wheeler** (kwheeler@glresources.com), the President and Founder of Global Learning Resources, Inc., is a globally-known speaker, author, columnist, and consultant in human capital acquisition and development. His extensive career, global client base, and research affiliations make GLR a leading provider of both strategy and process. GLR focuses on assisting firms architect human capital strategies. GLR guides firms thorough comprehensive talent acquisition processes and procedures as well as the development of talent within organizations of all sizes. GLR can be explored at <http://www.glresources.com>.



## Trends In Recruiting: Candidate Relationship Marketing/Management Systems

James Duran

### Relationship Management Defined

An overview of popular employment management conferences, speakers and products shows that one of the newest trends in employment is the subject of relationship marketing or candidate relationship management systems. Relationship management systems are defined as: tools and techniques used by recruiters to develop and maintain ongoing relationships with prospective candidates who the recruiter deems desirable future hires for an employer.

### Why Relationship Management Systems?

Previously, few employers have given serious thought to the concept of making concerted efforts to identify and maintain relationships with candidates who the employer does

not desire to immediately hire. More recently, the thinking has evolved that with the increasing specialization of candidates, the increasing cost of recruitment, and the competition in hiring and closing desirable candidates, long term relationships need to be developed with a pool of prospective candidates. The objective is to secure an ongoing flow of qualified candidates to maintain a competitive edge.

### Employment Paradigm Evolution – A Walk Through the Past

Two decades ago, the best companies were able to draw a continuous flow of candidates to fill positions by advertising. Most typically, the preferred advertisements venues were newspapers and or technical journals. The idea was to use pull technology, printed word advertising, and candidates would apply. Companies with branded products, technical or product leadership, financial might, etc., were able to draw most candidates by virtue of their ability to do the most and or widest advertising. Recruitment advertising agencies such as Bernard Hodes and TMP flourished by acting as the middle man in advertising, helping clients develop creative advertising and placing the ads with the publishers, newspapers and trade journals. By the late 80's and early 90's, we saw the evolution of various database systems for resume capture and retrieval. As the database systems evolved, they took on other enhancements which gave them more features to qualify as full fledged applicant tracking systems which could sustain the pressure of an external audit. Next, we saw the evolution of the internet and various job boards. Early on Monster Board, Online Career Center, and Career Mosaic took on leadership positions in the job board system horizon. Concurrently, other advertising approaches blossomed as advertising became more acceptable

and prolific, taking on other forms such as advertising in movie theatres, and more recently even at large scale public events including entertainment arenas. A next step in the evolution of job boards came with the increasing recognition of the value of specialty boards, dealing specifically with industry or discipline groups. Another trend recently evolving has to do with the candidate profiling and psychological profiling systems evolving today. This trend reminds me of the old test validation craze of the early 70's when we saw a sanitization of written and other types of tests designed to screen out bad candidates and pass good ones. The psychometric craze of today may survive, but it's clearer that the new CRM, Candidate Relationship Management, developments have a longer potential lifetime.

### CRM Value Proposition

Lately, I've noticed an increased volume of spurious emails ranging from mortgage and credit card offers to Nigerian letter of credit oil scams, to Porno/Sex ads which are one of the biggest success stories on the internet. Recently, Yahoo even sent out a bulletin to its members and users talking about system changes resulting in users needing to reenter their preferences or else by omission, subject themselves to advertising from Yahoo clients. Even with anti spamming tools, many of these seem to get through the email tool and try as you might, seem to come back even though you opt out. So, in order for CRM tools to work, they have to overcome the negative impressions created by mass marketers of unwanted advertising. To do that, options to opt out must be built into the system. Most importantly, the effective CRM tools will offer real items of value to the candidate.

Continued...

These may range from press and news releases to technology updates to needed information on specific company benefits or features such as automated benefit systems, educational assistance programs, automated 401K investment systems, etc. Better systems will also be characterized by culture programs which inform and mitigate candidate expectations to match. The best of these systems will enable candidates to get different messages from the prospective employers vs. a one size fits all approach.

Besides being called Candidate Relationship Management Systems, other names for this same concept include TRN or Talent Relationship Marketing Systems and Permission Marketing Systems.

### **CRM Approaches**

Not to be confused with customer relationship management (CRM) systems today, which are extensions of MRP and ERP systems, Candidate Relationship Management Systems take on a few different forms. They can be seen evolving in web sites which enable candidates to self enroll to receive updates from employers, talking about new products and technologies to stay in touch with a prospective employer. They can also be seen in more robust ATS's (Applicant Tracking Systems) that enable recruiters and employers to input data on prospective hires that a recruiter can periodically send notices out to. They can even be seen in job boards, list servers and or list technology that recruiters can buy enabling them to send outbound email/marketing materials to prospective candidates. They can

also be seen in name/data mining harvesting tools that enable a recruiter to glean names from the use-net or newsgroups of people with relevant skills. What most of the above systems have in common though is that their CRM approaches are relatively impersonal. It is my belief that people want to have relationships with people, not computers, so I see the next trend as an evolution of company CRM techniques to recruiter based CRM techniques, empowering the recruiter to each out and touch potential candidates with valuable information about a prospective employer on a regular basis.

### **Key CRM Features**

Summarizing then, the key features of a good CRM system would be that they:

- ?? Identify current data on targeted, qualified prospective candidates, leaving room for updates to that data
- ?? Provide a means of two/three way communication between the candidate, the employer and the recruiter
- ?? Integrate with the company ATS system
- ?? Integrate with the employment section of the employer web site allowing prospective candidates to self enroll for updates and meaningful news releases from the employer
- ?? Integrate with PDA/Cell phone technology, making it easier for the recruiter, employer and prospective candidate to make verbal contact with one another.
- ?? Offer valuable information to the candidate which will not immediately be recog-

nized as useless advertising and or spamming

- ?? Characterize the employer culture to begin shaping candidate expectations about what to expect from the future employer
- ?? Enable a dialog between key technical personnel, while maintaining confidentiality and non-disclosure of proprietary IP.
- ?? Quantify and order statistical data on outgoing and incoming contacts and messages.
- ?? Are personal in nature

Finally, if all this does not work, pick up the phone and reach out to a favorite past candidate you did not land and ask them what they would be interested in knowing about your current employer, but make sure you offer something (information) to them that they actually value before wasting their time so you don't get perceived by them as a telephone spammer.

For more information: See Scott Weston's ERE ([www.ereexchange.com](http://www.ereexchange.com)) articles on Permission Marketing, [Permission Marketing for Recruiters, Building a Targeted List](#), Feb 26, or his March 26 article, [Developing Recruitment Content for Permission Marketing](#). Lastly, one of my favorite ERE authors, Kevin Wheeler recently published another article on this same subject on April 10 entitled, [What is CRM all about? A Primer for Recruiters](#).



## EVENT CALENDAR 2002

### **25<sup>th</sup> Annual Conference & Expo of the SHRM Global Forum**

(SHRM Global Forum is the former  
Institute for International HR)

April 15-17, 2002

New York, New York

(800) 283-SHRM, (703) 548-3440 FAX:

(703) 535-6490

[www.shrm.org/conferences/iibr](http://www.shrm.org/conferences/iibr)

### **33<sup>rd</sup> EMA Annual Conference & Expo**

April 17-19, 2002

San Francisco, CA

(800) 283-SHRM, (703) 548-3440 FAX:

(703) 535-6490

email: [custsvc@shrm.org](mailto:custsvc@shrm.org)

[www.shrm.org/conferences/ema/](http://www.shrm.org/conferences/ema/)

### **California Staffing Professionals 7th Annual Staffing Industry Convention**

April 26-27, 2002

Paradise Pier Hotel

Anaheim, CA

Fax 760 788-9163

[lynn@cspnet.org](mailto:lynn@cspnet.org)

[www.cspnet.org/news.htm](http://www.cspnet.org/news.htm)

### **IACPR 23<sup>rd</sup> Annual Conference (The International Association of Corpo- rate and Professional Recruitment)**

Don Cesar Hotel

St. Petersburg Beach, Florida

[www.iacpr.org](http://www.iacpr.org)

### **HR Symposium**

#### **2002: The Road Ahead**

May 1, 2002

Santa Clara Convention center

[www.hrsymposium.com](http://www.hrsymposium.com)

### **Networld+InterOp**

May 5-10, 2002

Las Vegas Convention Center

Las Vegas, NV

(888) 886-4057

[www.interop.com](http://www.interop.com)

### **The Human Resources Forum**

May 9-12, 2002

Sailing on QE2, from: New York, NY

Richmond Events Ltd.

Tel: 212 651-8700

Fax: 212 651-8704

email: [adawkins@richmondevents.com](mailto:adawkins@richmondevents.com)

[www.hrforum.com](http://www.hrforum.com)

### **The 2002 Employer Conference**

May 16 & 17, 2002

By Littler Mendelson

Washington, D.C.

415 399-8440

888 951-1000

[www.littler.com](http://www.littler.com)

<http://employer.littler.com/>

### **BrassRing Job Fair**

Santa Clara, CA

May 20-21, 2002

San Francisco, CA

(800) 562-2820

Fax 408 980-5103

[www.brassring.com/](http://www.brassring.com/)

### **9<sup>th</sup> Human Resources World Congress**

World Federation Personnel Manage-  
ment Association (WFPMA)

Mexico City, Mexico

May 27-29, 2002

Contact AMEDIRH, Tel: 800 509-6020

[www.hr2002.org](http://www.hr2002.org)

### **BrassRing Job Fair**

Santa Clara, CA

June 10-11, 2002

Santa Clara Convention Center

Santa Clara, CA 95054

(800) 562-2820

Fax 408 980-5103

[www.brassring.com/](http://www.brassring.com/)

### **39<sup>th</sup> Design Automation Conference**

June 10-14, 2002

New Orleans, LA

<http://www.dac.com/39th/future.html>

### **The 2002 Employer Conference**

June 13 & 14, 2002

By Littler Mendelson

San Diego, CA

415 399-8440

888 951-1000

[www.littler.com](http://www.littler.com)

<http://employer.littler.com/>

### **IHRIM 2002 Spring Conference**

International Association for Human  
Resource Information Management  
(IHRIM)

June 9 – 22, 2002

Orlando, FL

<http://www.ihrim.org/>

[events/2002Spring/Index.cfm](http://events/2002Spring/Index.cfm)

### **WITI 2002 Technology Seminar**

(WITI = Women in Technology)

June 19 & 20, 2002

Santa Clara Convention Center

Santa Clara, CA

[www.witi.com](http://www.witi.com)

### **SHRM 54th Annual Conference & Expo**

June 23-26, 2002

Philadelphia, PA

(800) 283-SHRM, (703) 548-3440 FAX:

(703) 535-6490\*\*

[www.shrm.org/conferences](http://www.shrm.org/conferences)

### **BrassRing Job Fair**

Santa Clara, CA

August 5-6, 2002

Santa Clara Convention Center

Santa Clara, CA 95054

(800) 562-2820

Fax 408 980-5103

[www.brassring.com/](http://www.brassring.com/)

**BrassRing Job Fair**  
Santa Clara, CA  
September TBA, 2002  
Santa Clara Convention Center  
Santa Clara, CA 95054  
(800) 562-2820  
Fax 408 980-5103  
www.brassring.com/

**National Association of  
Personnel Services  
41st Annual Conference & Exposition  
– The Evolution  
Begins**  
September 12-14, 2002  
Hyatt Regency, San Diego, CA  
<http://www.napsweb.org/events.htm>

**PIHRA 45th Annual  
Conference**  
(largest Western Regional HR Confer-  
ence, a SHRM affiliate)  
Sept. 18-19, 2002  
Anaheim Convention Center  
Anaheim, CA  
800 734-5410  
Fax (213) 622-7450  
www.pihra.org

**National HR Staffing Metrics Sum-  
mit**  
By Staffing.Org  
September 18-20, 2002  
Astor Crowne Plaza  
New Orleans, LA (French Quarter)  
215-659-0480  
<http://staffing.org/summit.html>

**5th Annual HR Technology Confer-  
ence and Exposition**  
September 25 – 27, 2002  
Navy Pier  
Chicago, IL  
www.hrtechconference.com

**NCHRA 18th Annual Conference &  
Trade Show**  
September 30 and October 1, 2002  
Oakland Marriott City Center  
www.nchra.org  
Diane Perez O'Connor, pro-  
grams2@nchra.org  
415-291-1992

**BrassRing Job Fair**  
San Francisco, CA  
October 2-3, 2002  
(800) 562-2820

Fax 408 980-5103  
www.brassring.com/

**BrassRing Job Fair**  
Santa Clara, CA  
October 7-8, 2002  
Santa Clara Convention Center  
Santa Clara, CA 95054  
(800) 562-2820  
Fax 408 980-5103  
www.brassring.com/

**The Human Resources Forum  
Europe**  
October 24-27, 2002  
Sailing on Costa Allegra, from: Genoa,  
Italy  
Richmond Events Ltd.  
44 (0) 20 8487 2252  
Fax 44 (0) 20 8487 2300  
email: mbrown@richmondevents.com  
www.hrforumeuropa.com

**2002 Recruiting & HR Solutions  
Conference & Expo** (formerly known  
as the e-Recruiting & Staffing Confer-  
ence)  
By Kennedy Information Inc., a subsidi-  
ary of the Bureau of National Affairs  
Inc.  
Nov. 6-7, 2002  
Jacob Javits Center  
New York City, New York  
www.kennedyinfo.com

**NACCB 15th Annual Conference**  
November 6-9, 2002  
Westin Diplomat Report & Spa  
Hollywood, Florida  
www.naccb.org  
800 340-2366

**Comdex**  
November 18-22, 2002  
Las Vegas Convention Center  
Las Vegas Hilton  
MGM Grand Conference Center  
781 433-1665  
[http://www.key3media.com/comdex/  
fall2002/](http://www.key3media.com/comdex/fall2002/)

**BrassRing Job Fair**  
Santa Clara, CA  
December 2-3, 2002  
Santa Clara Convention Center  
Santa Clara, CA 95054  
(800) 562-2820  
Fax 408 980-5103  
www.brassring.com/

**ONGOING – Throughout the year...**

**NCHRA SCV Chapter Meetings,  
Programs, Conferences, Events, Etc.**  
Monthly Events Multiple Bay Area Lo-  
cations  
425 California Street, Suite 500  
San Francisco, CA 94104  
Fax 415 291-0217  
415 291-1992  
www.nchra.org

**IQPC – International Quality and  
Productivity Center**  
Multiple Seminars & Conferences on  
HR, all year long  
[http://www.iqpc.com/cgi-bin/  
templates/0/index.html](http://www.iqpc.com/cgi-bin/templates/0/index.html)

**Leadership Development for HR  
Professionals**  
Site: Center for Creative Leadership  
(CCL), Colorado Springs, Colorado  
+ Many other programs, offered  
throughout the year  
Sponsored by SHRM and CCL  
Fax 336 282-3284  
Email: info@leaders.ccl.org  
<http://www.ccl.org/programs/>

**Leadership Development for HR  
Professionals**  
Site: Center for Creative Leadership  
(CCL), Colorado Springs, Colorado  
Sponsored by SHRM and CCL  
April 8-12, 2002  
June 10-14, 2002  
August 5-9, 2002  
October 28-November 1, 2002  
336 545-2810  
Fax 336 282-3284  
Email: info@leaders.ccl.org  
www.shrm.org/seminars

**The Walt Disney Approach to HR  
Management**  
The Disney Institute  
May 1-4, 2002  
September 25-28, 2002  
Walt Disney Resort  
Lake Buena Vista, Florida  
407 566-2620  
www.shrm.org/seminars/disney

**April 22, 2002**

The recommended changes to the Bylaws are shown underlined and bolded.

## **HRCA BYLAWS**

### HRCA CHARTER

The HRCA was established by its members to: improve and enhance their own professional skills, provide a forum for networking and furthering the interests of its members and to assist us in marketing our services. The HRCA has adopted these Bylaws in order to define our charter and member privileges.

### **MEMBERSHIP**

Human Resources Consultants Association (HRCA) shall have **four** types of membership. They are 1) "Regular" members, 2) "Associate" members, **3) "Honorary" members, and 4) "Partnership" members**. Rights for regular, associate, **honorary, and partnership** members are established here in these Bylaws. HRCA Membership guidelines are defined in the Administrative Procedures under the heading "HRCA Membership Guidelines".

**Regular Membership.** Regular members must be current on annual dues that are **\$150** and are eligible for the following privileges:

1. May vote on all matters pertaining to the Governance of HRCA.
2. May serve as an Officer of HRCA.
3. May serve as a Committee Chairperson of HRCA.
4. May utilize the services of the HRCA "Job Hot Line" Listing.
5. Be eligible to participate in any or all HRCA **meetings and events**.
- 6. Be eligible for inclusion in the HRCA annual directory. Annual dues and profiles must be submitted no later than August 31 of each year.**
- 7. Be eligible for inclusion on our web site.**
- 8. Be eligible to receive the HRCA Newsletter**

**Associate membership.** Associate members must be current on annual dues that are **\$100** and are eligible for the following privileges.

1. Be eligible to participate in any or all HRCA **meetings and events**.
- 2. Be eligible to receive the HRCA Newsletter**
3. Associate members may participate in committees but may not "Chair."

**Honorary membership.** Honorary members will be selected and voted for at the Board's discretion with no annual dues expected and are eligible for the following privileges:

1. May vote on all matters pertaining to the Governance of HRCA.
2. May serve as a Committee Chairperson of HRCA.
3. May utilize the services of the HRCA "Job Hot Line" Listing.
4. Be eligible to participate in any or all HRCA meetings and events.
5. Be eligible for inclusion in the HRCA annual directory. Annual dues and profiles must be submitted no later than August 31 of each year.
6. Be eligible for inclusion on our web site.
7. Be eligible to receive the HRCA Newsletter

**Partnership membership.** Partnership membership will be selected and voted for at the Board's discretion with no annual dues expected and are eligible for the following privileges:

1. May serve as a committee member of HRCA.
2. Be eligible to participate in any or all HRCA meetings and events.
3. Be eligible to receive the HRCA Newsletter

**Membership renewal.** Membership renewal shall be on an annual focal payment basis due July 1. If the initial payment was **on or after April 1**, the next membership dues will be a year later in July of the following year. Those persons joining any other time of the year (July through **March**) will be asked to pay the entire sum of **\$150** for the current year and the same sum of **\$150** the following year on July 1.

## **BOARD OF DIRECTORS**

The Board of Directors will manage the affairs of the HRCA. The Board will consist of the four officers elected by the HRCA members, President, Vice President, Secretary, and Treasurer, the immediate Past President and the chairs of ad hoc committees as decided upon by the elected officials. The duties of the elected officials are denoted in the Administrative Procedures. The Board of Directors is also entitled to administer a disciplinary action process. This Disciplinary Action Process is specified in our administrative procedures.

## **OFFICER ELECTION AND TERM OF OFFICE**

HRCA officers are elected once annually for a one-year term. The tenure for an Officer will be from July 1 of the current year through June 30<sup>th</sup>. The Election Procedures are denoted in the Administrative Procedures.

## **BUDGETARY EXPENDITURES**

In order to conduct its business the HRCA Board of Directors is empowered to authorize and approve payments to service providers and related vendors. A simple majority vote by the Board of Directors shall constitute approval to proceed with planned budgeted and or non-budgeted expenditures. No individual member of HRCA is empowered to spend HRCA funds without prior approval by the Board of Directors. Detailed information on authorization to spend HRCA funds is found in our administrative procedures and is entitled "HRCA Finances".

**RETURN BY JUNE 21, 2002**

HRCA BALLOT AMENDMENTS, 1/2/2002

\_\_\_ I approve of these Bylaw Amendments as proposed.

\_\_\_ I disapprove of these proposed HRCA Bylaw amendments

Comments:

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Return to C/O Helen Frederick, HRCA Business Office  
HRCA  
P.O. Box 1089  
San Leandro, California 94577-0126  
Phone: (408) 248-HRCA  
Fax: (510) 553-0402  
E-mail: hrca@earthlink.net

**RETURN BY JUNE 21, 2002**