



# HRCA Newsletter



## HOLIDAY EDITION

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### Our Next Meeting...

#### HRCA Board Meeting

HRCA monthly board meeting.  
**Remember..** non-board members are always welcomed...

**When:** January 9th, 2007  
6:30pm

**Where:** FAZ Restaurant  
1108 North Mathilda Ave  
Sunnyvale, CA 94089

RSVP to: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

## INTRODUCTION

By Nathan Sanders  
Secretary/Board Member, HRCA

Hello fellow HRCA Professionals of the Bay Area... It's that time again... we are ready to ramp up for our Fiscal 2006-2007 year. If you have not yet paid your membership dues, please contact Beverly Jacke with your payment asap. Also, please remember that we would really like to drive a big push for membership and need your help recruiting new members to HRCA. If you have any friends or associates that are not participating but you feel may be interested please feel free to contact any of the board members below or pass our contact information along to them. Thanks in advance for your help and support!

## HRCA BOARD MEMBERS 2006-2007

**Merrill Martin**  
President  
650.207.0785  
[merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

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**Nathan Sanders**  
Secretary  
408.843.0100  
[nathan@bridgenex.com](mailto:nathan@bridgenex.com)

## HRCA COMMITTEE CHAIRS

<b>Membership</b>	Merrill Martin	<a href="mailto:merrillm@yahoo-inc.com">merrillm@yahoo-inc.com</a>
<b>Communications Programs</b>	Vacant	
<b>SJMN Job Fair</b>	Ben Wong	<a href="mailto:wongb@brocade.com">wongb@brocade.com</a>
<b>Client Marketing &amp; Website</b>	Terrie Rayl	<a href="mailto:trayl@staffingsource.com">trayl@staffingsource.com</a>
<b>GTRN Rep</b>	Nathan Sanders	<a href="mailto:nathan@bridgenex.com">nathan@bridgenex.com</a>
<b>Job Leads Group</b>	Courtney Brubaker	<a href="mailto:c2b@comcast.net">c2b@comcast.net</a>
<b>Newsletter</b>	Nathan Sanders	<a href="mailto:nathan@bridgenex.com">nathan@bridgenex.com</a>

## ARTICLE #1: 9 TIPS FOR EMPLOYERS, 9 TIPS FOR THIRD-PARTY RECRUITERS

By Paul Hawkinson



Employers shouldn't micromanage, but recruiters should know their limits. Recruiters should be truthful, resourceful, and trustworthy. Employers should be reasonable and accessible. Read on for invaluable advice for both sides.

### For Employers

**Be loyal.** If you find a productive search consultant, stick with them. Don't be a fair-weather client. When you need their services, call them. Don't re-educate a new consultant for every new opening you have. Constantly looking for a new consultant every time an opening occurs is like a one-night stand...dangerous and counterproductive to developing beneficial and meaningful relationships.

**Be truthful.** If you don't work with placers or recruiters, or if you only work with a select few, say so. Don't lead them on. If you do decide to work with a placer or recruiter, give them all the details of the assignment. If you turn a candidate down, tell your consultant the real reason why unless you want to keep looking at misfits. Time is too precious to waste...for both of you.

**Be reasonable.** Overstating needed qualifications or understating the salary dollars available just muddies up the waters. Don't require a Master's degree for a job needing a trade-school graduate.

**Be accessible.** Return phone calls promptly. Failure to do so can cost you a shot at the "perfect" candidate. Ignoring phone calls is a gambit reserved for dolts and egomaniacs. You never know when you may need a favor (or a job).

**Don't over-control. Allow** your consultants reasonable access to hiring managers. Departmental culture can only be discerned by direct contact with hiring supervisors or managers. Unless you know every job as well as your own (an impossibility), recognize that your consultant may have a better handle on the real

qualifications than you do. After all, it should be you and your consultant against the problem: the unfilled opening which is costing your company money.

**Don't be a tire-kicker.** Don't give out speculative job openings or use consultants to supply you with sources of competitive market or salary information from candidates you have no intention of hiring.

**Don't be a bargain-hunter.** If you feel the fee for the service is too high or the guarantee period is too short, use another hiring alternative. You'll probably end up paying about the same with a lot more lost time and you won't get any tenure guarantee for a hire through the newspaper. "Blue-light specials" only exist at Kmart. A consultant's time and expertise is all they have to offer. If you find one who's willing to work for less, you can expect to get less of their time, and their expertise is probably second-rate.

**Respect your consultant.** No one knows more about the job market than a personnel consultant. No one! If your consultant tells you your candidate wish-list is unrealistic, he or she is probably right on target.

**Be ethical.** Attempting to avoid or evade a fee you owe can have devastatingly expensive repercussions. The last thing you or your company needs is to be on the target list of every recruiter in town.

### For Recruiters and Placers

**Respect your client.** Don't think that you have a God-given right to every opening the client has. Let's face it: some openings can be filled less expensively through alternative methods of hiring. And every opening doesn't require a superstar. Some just need a warm body, whether the client realizes it or not.

**Don't negotiate away your fees.** Discounting from your normal fee schedule requires that you provide less than full-service. It also implies that you're charging too much to begin with. If a client company demands a bargain basement fee, be truthful about those vital things you won't be able to do during the assignment. And be willing to walk away if they persist. Leave the grief to someone else.

**Be truthful.** Hyperbole has no place in the placement process. If the candidate lacks the reasonable minimum requirements for the job, don't give them a degree they don't have or the years of employment they haven't worked. Client wish-lists can be frivolous at times, but

they are the result of committee decisions that are hard to adjust.

**Be resourceful.** Companies are not interested in warmed over file-dwellers, net-surfers, or ad-answers. They can get them on their own. Recruit the talent necessary to fill the opening. Be inventive and enterprising. Water-walkers occasionally surface through advertising or the Internet, but your most talented candidates don't know you exist until you call them.

**Be reasonable.** If a company representative has a rational procedure for the hiring process, try to follow it. If it is unreasonable or unjustifiable, find a new client to work with. Unwarranted guidelines are promulgated to keep you at bay with a company who really doesn't want to work with you anyway

**Be tenacious.** Remember that being pushy is not the same as being persistent. Recognize the difference.

**Be trustworthy.** Ethics and principles are their own rewards. Sharp-shooting and corner-cutting carry a heavy price for you and the industry you represent. Before moving into a gray area, think about how your actions would look as the headline for tomorrow's newspaper.

**Recognize your limits.** If you aren't skilled in the specialty needed, don't fake it. Better to be up-front about it than to live with a botched reputation for failing to level with the hirer or the candidate. Over-promising is for amateurs. Stick to what you know.

**Be proud of what you do.** You are part of an admirable and honorable calling. Acting otherwise demeans you and your profession.

**By: Paul Hawkinson**

*From:ere.net on December 11,2006 at 12:10PM*

Paul Hawkinson is the editor of The Fordyce Letter, a publication for third-party recruiters that's part of ERE Media. He entered the personnel consulting industry in the late 1950's and began publishing for the industry in the 1970's. During his tenure as a practitioner, he personally billed over \$5 million in both contingency and retainer assignments. He formed the Kimberly Organization and purchased The Fordyce Letter in 1980.

## QUOTE

"Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful. "

--Herman Cain

## ARTICLE #2: TOP 10 CORPORATE RECRUITER CHALLENGES, FRUSTRATIONS, AND THINGS THAT JUST "BUG"YOU

By Simon Meth



If you're a corporate recruiter and you've been in this game for a while, you'll have a long list of challenges, frustrations, and thing that just "bug" you. If you're a third party recruiter (TPR) you may get some insights that will help you work with corporate recruiters. Let's look at my Top 10 list and see what opportunities may exist to reframe those things, to brighten up your day, and to increase your productivity.

1) Hello. My name is Joe Schmo and I'm working with an exceptional candidate that meets all of your requirements for your Advanced Wallpaper Hanger position. I'll be in your area today. Would 10:00 AM or 11:00 AM be better for you? This kind of cold calling by agency recruiters should be outlawed. Where do they get this stuff? Do they all go to the same training school? I suspect that most voice mails like this are just deleted. If you're a busy corporate recruiter these kinds of calls from agency recruiters just drive you nuts. Rather than deleting the phone message call them back after hours and leave a detailed message. Explain your situation. If

you do use agencies explain what qualities would interest you. If you don't, then tell them that. Where I consult we get many calls like this each and every day. We'd need a full-time person just to have conversations with agency recruiters and we're not going to do that. But we **do** use agencies and we **are** interested in evaluating the best ones. Our first way to evaluate a prospective agency is to ask for sample resumes with the candidate's name and contact information removed. Often we don't receive any resumes at all and when we do they are usually of no interest. The agencies that do work with us and send great samples sometimes end up with a written agreement.

2) Hi there. I'm just following up on our candidate who interviewed with you five minutes ago. Are you going to make an offer? What is the agency recruiter thinking? How would the corporate recruiter possibly be able to answer that question? Where I consult we have wrap-up meetings with the entire interview team to review all the interviews. Often a hire/no-hire decision is made at that meeting. I let my TPR friends know that we should talk after the wrap-up meeting and I'll often let them know when it is scheduled.

3) I'm in a desperate need to fill my position. When will you send me some candidates? I'm dying here. Don't you just love getting calls like this from hiring managers who spent a month creating their requisition and the day it opens they expect results from you? Three words: communication, partnership, and service.

4) I didn't get that resume. Can you send it to me again? When hiring managers are busy, staffing often slides down their priority list. Often they don't look at the resumes you send. It may sound brutal but I have a heart-to-heart conversation with my hiring managers. I let them know that I understand that filling their position is important. However all my positions are important and the hiring managers who respond quickly and partner with me in the staffing process tend to have great results. The number one way to encourage a manager to look at a resume is to copy their boss.

5) I agree that this candidate is outstanding. But they are the first one we interviewed and I want to interview 2 or 3 more for comparison. In a market where qualified candidates are in short supply this makes no sense at all. Ask this question: are you willing to miss out on this candidate while we look at others? We think that they are great and other companies will think so too. Doesn't it make sense to move forward now?

6) I need you to maintain these stats on your activity and complete these reports on a weekly basis. If you're a professional corporate recruiter you probably keep your own stats anyway. You'll understand that such requests have more to do with the staffing organization's performance as a whole than being a way to control or measure you. If you're a professional you'll outperform the averages anyway. Welcome these requests and find ways to keep this data automatically. Where I consult one of the founders requires a weekly count of all resumes sent to hiring managers company wide. You'd think that the applicant tracking system (ATS) could spit that number out but it can't so each recruiter provides their own number for this measure of their productivity. In my case the ATS sends me an acknowledgement email with each resume sent. I just count those for the week and I'm done. It takes about 5 minutes.

7) I know that you're busy but please do what you can to help this hiring manager who I promised quick results. It may be a pet peeve of mine but I just hate it when other people promise that I'm going to do something. These days I just hate it for about a nano-second and then I get to work on it.

8) We need you to do your own scheduling because our administrators are bogged down right now. Oh, by the way, could you make travel reservations too? Hopefully this doesn't happen very often. But being a manager of staff is a challenging role and sometimes there are resource challenges. Ask yourself the following question: am I a team player or not? Your course of action should be obvious.

9) I think that 30-40 requisitions is the minimum a professional recruiter should be able to handle. This type of blanket statement isn't realistic. See my previous blog here on the various factors that affect a workable requisition load. If you can't handle the load you may want to consider making a request of your manager. Or you could just allow anything to be dumped on your desk and do the best you can. Your choice!

10) Hi there. I applied for sixteen of your currently posted positions. I'm qualified for every one of them. In fact I've applied many times over the past 5 years. Nobody ever calls me. Your company is a black hole. I'm perfect for you. Please call me. Some candidates are just not qualified to work for your company. Rather than ignoring them, understand their frustration. Call them back and listen to them. You can't, of course, give them specifics about why they are not a fit but you can tell them what profile you usually look for. You can let them know that you can see from your ATS that they have applied

twenty times in the last 5 years for 35 positions. Everyone deserves to be treated with respect and my experience shows that one genuine call usually stops the unneeded future calls and applications.

So there you have it. As always your thoughts and comments are welcome. And please be sure to add any challenges, frustrations, and things that just "bug" you...

**By: Simon Meth**

*From: ere.com December 11, 2006 at 3:11PM*

### ARTICLE #3: RECRUITING SCENARIOS FOR MYSPACE AND FACEBOOK

By The Stoned Sourcer



A college student posts videos of himself drinking from a beer bong during a party. He has a 3.8 average, cleans up well, has a business major, and interviews like a champ. On his Facebook profile, he also is the biggest organizer of keg parties on campus and has pictures of drunken underage classmates on his site.

Do you hire him when you find out what he's posted on his site? It's not an easy question. The Millennials worship their privacy, and react strongly to anyone researching them, at the same time that these technologies have a major impact on careers.

Let's say that you extend a job offer to this student, and two weeks later, his campus police use a video on his site to prosecute a fraternity house for underage drinking. The story gets out in the paper, and you now have a new employee who is the center of a media firestorm, and the reporter just happens to mention that the student has just been hired by your company (because he put it on his Facebook page). Do you go through with the hire? Do you let him go?

If you let him go, the story gets more oxygen, and all of a sudden your company is part of it. Are you ready for that kind of scrutiny for a new hire?

Maybe that example is too extreme. Rather than a hard-partying senior, let's say that you have a hard-working student, socially respectable with good grades and a good reputation. She interviews for your company and gets the offer, but it's less than she had hoped for.

On her MySpace page, she tells her friends that she got the job, but at far less than she expected, and she thought the recruiter was a bit rude about the offer, telling her she had only 48 hours to reply. Her friends leave comments insulting the recruiter and calling your company cheap. If you run across that comment, do you withdraw the offer? Now remember, her comments aren't bad - it's her friends that insult the company and the recruiter. What is your answer?

Let's say the comment is on the first page of Google Results for a search of your company, and your CEO comes across it. Does that change your answer?

There is a line to take, a path that allows you to connect to this generation without infringing too much on their privacy, but the line is not set in stone. The question in front of us is the balance between people knowing not to publish material online they wouldn't want seen on the front page of the newspaper, and how far companies should go to intrude on the lives of their employees.

For those who think this is a Millennial issue, imagine what would have happened if cameras followed you around to the bars at 2 a.m. When you first started working? Would you prefer to be judged by your actions at 2 a.m. Or 8:30 a.m. When you arrived at work?

**By: The Stoned Sourcerer**

*From: stlrecruiting.com on December 11, 2006 at 11:26 AM*

*The above excerpt is an excerpt from a speech given on December 7th at the AACE Fall Conference..*

## ARTICLE #4: BIGFOOT RECRUITING: HOW TO RECRUIT CANDIDATES THAT DON'T EXIST!

By Jim Stroud  
recruitersnetwork.com



It is sometimes a comedy of errors to observe the (sometimes) disconnect from reality between recruiters and well-meaning hiring managers.

A recent article in VOIP Magazine discussed how a certain HR manager of a certain cable broadband provider contacted a certain expert for assistance in finding experienced IP communications people. It seems that this certain company had made a decision to deploy Voice over IP next year to round out a consumer package. What this certain HR manager wanted specifically, was a Director Of VoIP Operations. Since Director Of VoIP is a brand spanking-new position, involving a new technology, and a new service model for the company, whomever landed that gig would need an excellent understanding of emerging technologies and a crystal clear view of the impact that this service would have on this cable broadband provider's business model. The writer of the article was not wholly optimistic of the HR manager's success. Why? Long story short, there are not many people around that fit the job description the HR manager described. And this had me thinking.

"Self," I said to myself, "How would you go about recruiting Bigfoot candidates?"

"Bigfoot candidates?"

"Yes," I continue to say to... ummm... myself. "Bigfoot candidates are those candidates that some people believe exist, but most folks accept them as general myth." Bigfoot citations are not uncommon in HR, as they usually occur whenever new technologies become popular. Case in point, when the JAVA programming language was released in 1995 (or was it 1996?), it was

not uncommon to see job postings for Java developers with 5 years (or more) experience. This was laughable on one level and frustrating in every other sense for both recruiters and hiring managers alike. How was a recruiter going to find the perfect candidate when (overall) they did not exist as the technology itself was barely a few months old?

I ran into this when I was recruiting Executive and Technical personnel for startup companies in the 90's. So what happened back then? Well, some businesses changed their mind on how they chose to proceed on certain projects, delayed their initiatives (until the dotcom bubble burst), or dropped them altogether. If I could go back in time, I would rattle off a list of what they could do (or I could have done) to find Bigfoot candidates skilled in Java or any other hot new emerging technology. Alas, I can not go back in time; but perhaps you dear reader can benefit from these finite pearls of wisdom.

When you are asked to find a candidate with years of experience in a technology that is only a few months old, do one (or all) of the following:

- 1. Look for the best of the best in last year's technology.** Ask yourself this, "What technology out there is like (fill-in-the-blank) technology?" If (fill-in-the-blank) technology does the same thing as (last year's technology), but faster, perhaps I can find a potential hire from someone who is really good with (last year's technology) and potentially could take it to the next level? I should focus on those candidates that innovated (last year's technology) and really stretched it in different ways.
- 2. Convince the business to add training time into its development cycle.** Explain to your client that experts in (fill-in-the-blank) technology are in short supply and that it would be infinitely easier, more productive and cost effective to train the engineers already on the payroll in (fill-in-the-blank) technology and factor their training with the development cycle of the new product.
- 3. Consider the source** Every technology, has a creator, so consider recruiting the people who invented the (fill-in-the-blank) technology (or buying the company they started).
- 4. Forget about Beta, go Alpha!** Get a working prototype online ASAP and post it online for people to kick around. Pay close attention to those who give the best technical feedback and recruit them.

**5. Use your Lego building blocks** Look for technology that can perform a portion of what the (fill-in-the-blank) technology can do and then find another and then another. Imagine putting these technologies together (like a Lego set) as a means of competing against the (fill-in-the-blank) technology. Once you have all of the parts together, search the patents behind each piece of technology. Every artist signs his work, so find out who was good at making these pieces and then recruit them as well.

**6. Spill the beans** This is a risky play and worth it in the end, but I advise doing this ONLY with the full approval of the company (especially the tech department). Leak reports on what you are doing to the blogosphere and study the reactions. I speculate that you will find:

A. People who will debunk it as heresay. B. Who will be impressed and speculate on the final product.

C. People who will not be impressed and cite other companies who are doing similar things and doing it better (at least, in their opinion).

You want to pay closest attention to "C." Why? Elementary my dear Watson, they are providing you information on companies and/or technology that you might not have been aware of. This is intelligence you can use to find more potential hires. Its a sneaky play, but works VERY well if executed correctly. Ummm... At least, I have heard that it works well (wink).

When confronted with a Bigfoot search, convince your customer of the time wasted in finding what does not exist (or is extremely rare at best) and steer them in the direction of training the developers they have in the latest technical fashion trend. After all, it is easier to build a "Bigfoot" than to waste time looking for one. Still, I am reminded of all those explorers who refuse to believe what is most likely true and pursue a mythical beast that has been seen (only) with a shaky camera. For those recruiters who service clients with similar folktale faith, you have my pity.

**By Jim Stroud**

*From: recruitersnetwork.com on December 11, 2006 at 3:48PM*

**Biography :** *Jim Stroud is a Recruitment Specialist with over seven years in the Human Resources industry. He has consulted for such companies as Google, Siemens,*

*MCI and a host of start-up companies. He is the author of "The Job Search Strategist" and creator/publisher of "Jobseeker's Revenge," a blog of career advice, news and resources for jobseekers.*

*Quite recently, Jim Stroud launched "Digability: The Recruiter's Guide to the Internet," a monthly series of training guides instructing recruiters on proven tips, tools and tactics in finding resumes and candidate leads quickly and painlessly.*

*Currently, Jim Stroud serves Microsoft as a Technical Sourcing Consultant and is a regular contributor to the "Technical Careers at Microsoft" blog. Jim Stroud is available via his website: [www.JimStroud.com](http://www.JimStroud.com).*

## QUOTE

"Learn to help people with more than just their jobs; help them with their lives."

--Jim Rohn

## ARTICLE #5: THE CRITICAL GOAL OF INTERVIEWING

By Robert J. Weiss



Many people believe that the goal of interviewing is to hire people who are most qualified based on some listing of ordained factors, such as knowledge, education, training, experience, competencies, personality traits, or other characteristics that may describe candidates. Yet, hiring candidates by focusing mostly on these criteria is precisely where many mistakes are made. Wide variations in performance exist among people thought to be highly qualified based on such criteria.

For example, a candidate may have attended the best schools, be brilliant, possess outstanding technical skills, and be friendly during the interview. While these are indicators of potentially high performance in a prospective job, they are not predictors of actual job performance.

The same candidate may not be motivated to complete challenging projects, or lack resiliency to overcome obstacles and setbacks that inevitably arise in a particular job. The candidate may be unethical, uncooperative with coworkers, arrogant with customers, careless, or lack common sense, any one of which can cause mediocre or dysfunctional work outcomes.

These are some of the causes of a common disconnect that occurs with many people; the serious problem of knowing what to do (or knowing what to say in an interview) but not doing it.

A second disconnect: Often, a person who has been successful in one job will fail in a different job, even when the jobs appear to have much in common. A common example is when the most technically competent person is promoted into a manager position. In this situation, a poor selection obviously creates a compound problem: 1) the new manager is often mediocre or fails, and 2) the organization loses the high level of technical performance in the vacated job.

What is the Critical Goal of Interviewing? Hire people who 1) are consistently good performers and 2) possess the abilities and motivation to do the job for which you are recruiting.

How? Start by identifying the patterns of your candidates' successful performance accomplishments and comparing them with specific performance outcomes, or results, required for success in a new job. When you find a good match, evaluate the cognitive or mental abilities, and the motivation that helped candidates achieve their record of consistent and relevant performance, and compare them to the abilities and motivation required in a new job.

Imagine a shipping and receiving specialist job that requires multitasking to manage inventory and maintain production. A commonly suggested "behaviorally based" interview question would be, "Can you describe a situation when you had to do a lot of multi-tasking?" The problem is that such a question is not clearly linked to the performance outcomes required in this job.

First, what does the interviewer mean by multi-tasking? There is no context to understand what specific activities are required to be successful, or how a candidate's past performance involving the term "multi-tasking" might be linked to the major performance requirements in this job. The candidate may provide an excellent example of multitasking that reveals nothing about the ability or motivation to perform the responsibilities required in your vacant job.

As an interviewer, the critical goal is to determine which candidates possess pertinent and consistent records of performance success that reflect their ability and motivation to learn and achieve the required performance results in a new job. So, interview questions should be framed in a specific manner that is directly linked to required performance outcomes. This results in a much more challenging question to answer than a general, poorly defined, multitasking question.

For example, the interviewer could start by explaining that a person, "...in the shipping and receiving specialist position...to be successful, must be able to coordinate several overlapping responsibilities under time pressures, and these include electronically monitoring work production, adjusting inventory levels, and proactively trouble shooting supply shortages."

Then, the interviewer sets the bar high by asking if the candidate can offer specific examples of work accomplishments that demonstrate success at

addressing these types of challenges. This removes the guessing game about what the interviewer needs to learn, and requires a level of specificity that cannot be achieved with canned answers or inexperience with these kinds of responsibilities.

Using this type of structured interview process, interviewers identify which candidates offer the most relevant and consistently good performance records. With effective probing, interviewers determine which candidates can provide the most salient insights that reveal their thinking, abilities, motivation, and behaviors which set them apart from other candidates.

In summary: Identify some of the most challenging performance outcomes required to be successful in a job. Be clear in describing these to candidates as part of a structured interview process. Then, set the bar high by asking if candidates can offer specific examples of work accomplishments that demonstrate success in addressing similar challenges. This frames and sharpens the interview conversation in a way that allows the best candidates to know what you need to learn, and with good interviewer probing, provide the most relevant insights and details that reveal their abilities and motivation which enabled them to achieve consistently good results.

Bob Weiss is a leadership consultant, executive coach, and speaker whose clients include organizations in manufacturing, information technology, health care, law, secondary and higher education, publishing, and charitable and community-based social services. He is also the author of *Interviewing and Hiring for Business Success*, a DVD-video based program with 35 vignettes integrated with over 100 pages of high-impact content. If interested, you can view the product and video excerpts at <http://www.rjweissconsulting.com>. Until December 31, readers can obtain a 15% discount by entering product code 270645 when ordering. All purchases include a no risk, 90 day, full satisfaction, money back guarantee.

**Biography :** Bob Weiss is a leadership consultant, executive coach, and speaker whose clients include organizations in manufacturing, information technology, health care, law, secondary and higher education, publishing, and charitable and community-based social services. He can be reached toll free at 1-877-754-9647. His website is: <http://www.rjweissconsulting.com>.

**By Robert J. Weiss** From *recruitersnetwork.com* on December 11, 2006 at 5:05PM

R J Weiss Consulting, LLC

## QUOTE

"Great works are performed not by strength but by perseverance."

--Samuel Johnson

## 2007 CALENDAR OF EVENTS

January 9th, 2007 (Tuesday)

### Board Meeting

HRCA Board meets to discuss current issues.

**When:** 6:30 PM

**Where:** FAZ Restaurant  
1108 North Mathilda Avenue  
Sunnyvale, CA 94089

**To RSVP,** Please contact Merrill Martin 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

January 30th, 2007 (Tuesday)

### Contract HR Career Program

Presenter: **Howard Adamsky** Closing Candidates.

**When:** 6:30 PM

**Where:** Yahoo Campus

**To RSVP,** please call Nathan Sanders at 408-986-1099 or email him at: [nathan@bridgenex.com](mailto:nathan@bridgenex.com)

February 6th, 2007 (Tuesday)

**Town Hall Meeting**

**When:** 6:30 PM  
**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, CA

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

March 6th, 2007 (Tuesday)

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22100 Stevens Creek Blvd  
Cupertino, Ca

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

February 27th, 2007 (Tuesday)

**Passive Sourcing Program**

**When:** 6:30 PM  
**Where:** TBD

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

March 27th, 2007 (Tuesday)

**Interviewing for Success**

**When:** 6:30 PM  
**Where:** TBD

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [coachmemartin@aol.com](mailto:coachmemartin@aol.com)

April 3rd, 2007 (Tuesday)

**Town Hall Meeting**

**When:** 6:30 PM  
**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, CA

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

May 1st, 2007 (Tuesday)

**Town Hall Meeting**

**When:** 6:30 PM  
**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, CA

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

April 10th, 2007 (Tuesday)

**Board Meeting**

HRCA Board meets to discuss current issues

**When:** 6:30 PM  
**Where:** FAZ Restaurant  
1108 North Mathilda Avenue  
Sunnyvale, CA 94089

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

May 8th, 2007 (Tuesday)

**Board Meeting**

HRCA Board meets to discuss current issues

**When:** 6:30 PM  
**Where:** FAZ Restaurant  
1108 North Mathilda Avenue  
Sunnyvale, CA 94089

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

April 24th, 2007 (Tuesday)

**How to Create Success as an HR Generalist**

**When:** 6:30 PM  
**Where:** TBD

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

May 29th, 2007 (Tuesday)

**Sourcing**

**When:** 6:30 PM  
**Where:** TBD

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

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June 5th, 2007 (Tuesday)

**Town Hall Meeting**

**When:** 6:30 PM  
**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, CA

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

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June 12th, 2007 (Tuesday)

**Board Meeting**

HRCA Board meets to discuss current issues

**When:** 6:30 PM  
**Where:** FAZ Restaurant  
1108 North Mathilda Avenue  
Sunnyvale, CA 94089

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

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July 3rd, 2007 (Tuesday)

**Town Hall Meeting**

**When:** 6:30 PM  
**Where:** Blue Pheasant Restaurant  
22100 Stevens Creek Blvd  
Cupertino, CA

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

July 10th, 2007 (Tuesday)

**Board Meeting**

HRCA Board meets to discuss current issues

**When:** 6:30 PM  
**Where:** FAZ Restaurant  
1108 North Mathilda Avenue  
Sunnyvale, CA 94089

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

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July 28th, 2007 (Tuesday)

**HRCA Tennis Social**

**When:** 6:30 PM  
**Where:** TBD

**To RSVP**, please call Merrill at 408-349-3248 or email him at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

## Become More Active in HRCA

- **Join the HRCA Board of Directors.** It is a great way to meet dynamic, interesting HR professionals engaged in business and market issues and increase your profile in HRCA and the HR & Staffing community. For more information, please contact Merrill Martin, HRCA President, at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) 408.349.3248 or 650.207.0785
- **Submit articles to the HRCA newsletter.** If you've written something recently and would like to share it with other interested HR professionals, please contact Nathan Sanders, Newsletter Chair, at 408-914-8180 or [nathan@bridgenex.com](mailto:nathan@bridgenex.com).
- **Share ideas for future HRCA meetings.** If you have an HR, Staffing, Policy, or subject area you would like to learn more about, please contact: Merrill Martin, HRCA President, at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) 408.349.3248 or 650.207.0785
- **Advertise in the HRCA newsletter.** Advertising in this newsletter is a great way to contact people in the HR Consulting community. For more information, please contact: Nathan Sanders, Newsletter Chair, at 408-914-8180 or [nathan@bridgenex.com](mailto:nathan@bridgenex.com).

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## THANK YOU TO: Board Members

HRCA would like to thank the Board Members of 2005-2006 for their participation in a great year for HRCA.

## JOIN HRCA!

If you are a Human Resources professional with the knowledge, experience and desire to join and strengthen our association, we encourage you to become a member of the Human Resources Consultants Association. Just visit us online at: [www.hrca.com](http://www.hrca.com) and fill out the membership application form, you'll also find a regularly updated directory listing of all members. If you are not a member, we encourage you to complete the membership application form and submit the appropriate membership dues to:

HRCA Membership  
P.O. Box 1089  
San Leandro, California 94577-012

Membership Dues are currently \$150 for regular membership. HRCA membership year runs from September 1st to August 31st.

For more information, please visit our web site: [www.hrca.com](http://www.hrca.com) or contact "Merrill Martin" at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)

***DON'T FORGET ABOUT THE HRCA JOB BOARD***

**Login at:**

<http://hrca.com/jobs/cgi/database.cgi>

Are you a member but don't know the username and password?  
Contact: Courtney Brubaker at: 650-983-4311 or [c2b@comcast.net](mailto:c2b@comcast.net)

**About HRCA**

The Human Resources Consultants Association is devoted to providing client companies with a selection of HR Consultants with a vast array of specialties including staffing, benefits and compensation, diversity, HRIS, outplacement, training and development, and organizational development. Our association provides a forum for our members to communicate, associate, and learn from fellow HR professionals on a national level.

Find out why you should join by contacting:

**HRCA**  
**P.O. Box 1089**  
**San Leandro, California 94577-0126**  
**Phone: (408) 248-HRCA**  
**Fax: (510) 553-0402**  
**E-mail: [hrca@comcast.net](mailto:hrca@comcast.net)**

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