



HRCA Newsletter



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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!

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Our Next Meeting...

December 9, 2006

HRCA Holiday Party

Time and Place TBD

PRESIDENT'S MESSAGE

The children are back to school, the leaves are turning colors, the nights are getting cooler, change and growth are in the air.

I am very happy to say that our board returns and most of our committee chairs.

We will be kicking off the year by conducting a phone survey during October with all members. Our goal is find out how we can improve HRCA.

The results will help us develop programs to improve our HR and networking skills. We will take all the input and develop a schedule of programs by the first of November. Our next board meeting is October 10th @ 6:30PM at the Faz restaurant in Sunnyvale and members are encouraged to attend. Please contact me by noon on Tuesday if you are interested, so I can include you in the reservation. After the programs are scheduled we will start to work on improving HRCA with a focus on membership and communications.

I personally want to meet all of our members, improve our programs, increase our membership, and increase the participation of our members. Those of you have met me know I believe in participating and I know when I give of myself, I am a better person for doing it.

We had a very good year last year. Our net assets increased by 10%, program attendance increased by 25%, our web site improved, job postings are 99% contract HR, we received \$2500 for participating in the San Jose Mercury Career Fairs/Career Builders, members are working, rates are increasing.

Thank you very much to the board, the committee chairs, all members and non-members who have contributed to our success.

I want to give special thanks to Sue Polo and Haig White who both have decided to take a break from HRCA for this year. Sue and Haig gave their time and energy to provide us with an HRCA that we can be proud of.

I look forward to the Fiscal Year 2006-7.

Merrill

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ARTICLE #1: BEST JOBS IN AMERICA: TOP TEN BEST JOBS

By Tara Kalwarski, Daphne Mosher, Janet Paskin, and Donna Rosato

From CNNMoney.com



MONEY Magazine and Salary.com researched hundreds of jobs, considering their growth, pay, stress-levels and other factors. These careers ranked highest.

1. Software Engineer

Why it's great Software engineers are needed in virtually every part of the economy, making this one of the fastest-growing job titles in the U.S. Even so, it's not for everybody.

Designing, developing and testing computer programs requires some pretty advanced math skills and creative problem-solving ability. If you've got them, though, you can work and live where you want: Telecommuting is quickly becoming widespread.

The profession skews young -- the up-all-night-coding thing gets tired -- but consulting and management positions aren't hard to come by once you're experienced.

What's cool Cutting-edge projects, like designing a new video game or tweaking that military laser. Extra cash from freelance gigs. Plus, nothing says cool like great prospects.

What's not Jobs at the biggest companies tend to be less creative (think Neo, pre-Matrix). Outsourcing is a worry. Eyestrain and back, hand and wrist problems are common.

Top-paying job Release engineers, who are responsible for the final version of any software product, earn six figures.

Education Bachelor's degree, but moving up the ladder often requires a master's.

2. College professor

Why it's great While competition for tenure-track jobs will always be stiff, enrollment is rising in professional programs, community colleges and technical schools -- which means higher demand for faculty.

It's easier to break in at this level, and often you can teach with a master's and professional experience. Demand is especially strong in fields that compete with the private sector (health science and business, for example).

The category includes moonlighting adjuncts, graduate TAs and college administrators.

What's cool Professors have near-total flexibility in their schedules. Creative thinking is the coin of the realm. No dress code!

What's not The tick-tick-tick of the tenure clock; grading papers; salaries at the low end are indeed low.

Top-paying job University presidents' pay can hit \$550,000 or more, but most make about half that.

Education Master's or professional degree; Ph.D. for most tenured jobs.

3. Financial adviser

Why it's great Twenty years ago, no one ever said, "I want to be a financial adviser when I grow up." Now there are nearly 300 college programs for financial planning, and M.B.A.s, lawyers and accountants are jumping to this lucrative but more people-friendly profession.

As company pensions die out and Americans increasingly have to manage their own retirement savings, financial planning is no longer just for the rich. And with Gen X-ers entering their peak earning years and boomers nearing retirement, business will get better still.

What's cool If you have a knack for numbers and a way with people, you can use Wall Street skills without selling your soul. You can work for yourself, for a small shop or for a giant financial services firm.

What's not Compliance rules mean lots of paperwork.

Stress? You have to build a practice from the ground up.

Top-paying job Advisers who manage client portfolios earn \$200,000-plus.

Education A college degree, plus certification and continuing education.

4. Human Resources Manager

Why it's great At more and more companies, HR is no longer about benefits administration and the employee newsletter. Those tasks are increasingly outsourced, and directors and v.p.s are considered strategic planners.

Even lower-level managers are expected to design employee programs that also benefit the bottom line. International HR and compliance are especially hot. There's a wide variety of work, from self-employed benefits specialists to corporate recruiters and HR generalists.

What's cool The mission: to make work more rewarding for workers. You help shape corporate culture and strategy.

What's not Fighting the "fluffy HR" stereotype; firing people.

Top-paying job Senior HR directors make around \$285,000; at the C-suite level, it's more like \$1 million-plus.

Education Bachelor's degree, often followed by master's level work or professional certification.

5. Physician assistant

Why it's great For most doctors, the worst part of their job is filling out paperwork and battling insurers. Physician's assistants get to skip all that. Under a doctor's supervision, they provide routine health care -- conducting physical exams, ordering lab tests, prescribing medications, treating illnesses.

PAs can specialize, from the E.R. to pediatrics to orthopedics, and they can switch fields. Thanks to an aging population and demand for more cost-effective care, this job offers a level of security other professions can't match.

What's cool Doctors' work, bankers' hours. PAs average 35 to 40 hours a week, and they can work part time and in a variety of settings.

What's not You're not the ultimate decision maker on patient treatment; there's little room for advancement.

Top-paying job Specialists in cardiothoracic surgery earn over \$100,000.

Education Four years of college, two to three years of training in an accredited program, plus national exam for certification.

6. Market research analyst

Why it's great If you want to know what the next big thing is, this is your field. Before launching a product or service, companies turn to market research analysts who collect and evaluate data about consumer wants, needs and buying habits.

You get to work on a huge variety of projects: In a single day you might run a taste test on a new vodka flavor, evaluate a re-branding campaign for a hot dog and analyze political polling data.

What's cool Testing products before they hit the market. You talk to lots of people and get to ask them personal questions you wouldn't dare pose at a party.

What's not Being mistaken for a telemarketer; deadlines; number crunching.

Top-paying job A senior exec or partner in a consulting firm can earn more than \$200,000.

Education B.A.; M.A. in statistics helps.

7. Computer IT analyst

Why it's great Seems like the entire world is at the mercy of information technology folks, thanks to the rapid spread of computers and swell of the Internet. And all of these jobs pay well, from desktop support technician to Webmaster to database wonk.

Entry-level analysts make \$60,000 and above. Senior database specialists and IT managers command six-figure salaries and decent bonuses. A bachelor's degree is enough to get started.

What's cool Telecommuting and freelance gigs abound. Plus: e-mail snooping!

What's not Carpal tunnel syndrome; outsourcing will mean fewer entry-level and non-specialized jobs.

Top-paying job Network operations directors, who are responsible for a company's intranet, earn \$250,000-plus.

Education From a B.S. to a Ph.D.

8. Real Estate Appraiser

Why it's great The housing boom has meant beaucoup bucks for appraisers in recent years, but the field hasn't gotten as crowded as real estate brokerage.

And because valuations are needed whenever any property is sold, mortgaged, insured, taxed or developed, there's going to be work even when the market slows. A quarter of appraisers have steady nine-to-five government gigs assessing property for tax purposes.

What's cool Abundant self-employment opportunities. Research isn't the pain that it used to be, thanks to the Internet.

What's not There's still a lot of legwork; advancement is limited.

Top-paying job Collateral appraisers, who work with lenders, earn \$130,000-plus.

Education Bachelor's degree; licensing and certification requirements vary by state.

9. Pharmacist

Why it's great Demand for pharmacists is exploding as the population ages and new medications are developed. By 2010 the number of prescriptions filled is expected to rise 27% to 4.1 billion.

Pharmacists also give advice on over-the-counter meds and help patients manage chronic conditions like diabetes. About 60% work in retail settings, the rest in hospitals and nursing homes and in research or sales for drug companies.

What's cool Pharmacists are in such demand that graduates today can expect multiple job offers, signing bonuses and \$90K-plus salaries.

What's not Dealing with insurers and angry patients; limited advancement.

Top-paying job Pharmacists at major retail chains can earn six figures.

Education A doctor of pharmacy degree program is six years long.

10. Psychologist

Why it's great Feel stressed or anxious? So do a lot of people. That and the decreasing stigma attached to seeking help have fueled demand for psychological services.

The pay is good, the hours are flexible, and it's pretty hard to top the psychological benefit that comes with bringing relief to a troubled mind. Greater awareness of how mental health and behavior issues affect learning makes school psychology a particularly fast-growing specialty.

What's cool Shrinks are four times as likely to be self-employed as other professionals.

What's not Years of training; stiff competition for slots in graduate programs; insurers.

Top-paying job Clinical and counseling psychologists can earn \$95,000-plus.

Education Ph.D. and one-year internship; to be a school psychologist, three years of graduate study and a one-year internship.

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: DO YOU MOVE TOO SLOWLY? HOW TO HIRE CANDIDATES FASTER

By Kevin Wheeler
President and Founder of Global Learning Resources, Inc.



Recruiter Bill was referred to Candidate Joe around 3 p.m. on a Thursday. Candidate Joe was pleased to get Recruiter Bill's phone call and seemed very interested. Candidate Joe was employed by a competitor, had all the right skills and experience, and faxed his bio almost immediately after being contacted. He didn't have a "real" resume, as he hadn't been looking for another job. Recruiter Bill suggested he take the weekend, log into the recruiting website, and enter his information. They agreed to have a follow-up telephone conversation Monday morning.

Around 2:30 p.m. Monday, Recruiter Bill remembered that Candidate Joe had not called. He dialed the phone. Candidate Joe answered and said, "Oh, a friend of mine saw me working on my resume Saturday morning. He referred me to his boss on Sunday and we met this morning. I think I'm going to go work for them. Thanks for the interest."

If this or something similar has happened to you, then you can appreciate that traditional recruiting processes need to change.

Do you know how long the average candidate is available and willing to listen to offers? How about the tough-to-find technical candidate? If you said seven days and three days, respectively, you win the prize! And in the example above, it took even fewer days.

As countless other experts and I have said: "This is a seller's market." The candidate is king and often makes decisions in minutes or hours, not days or weeks. Your processes have to reflect this need for speedy decision-making and efficient processes.

Consider the following five streamlining solutions to make your recruiting zip along with the best in class:

Idea #1: Empower key people to make instant decisions about candidates. Let managers and recruiters make provisional offers on the spot, perhaps with salary and other details contingent on final approval from HR. As a recruiter, make sure managers have access to online salary information and prepare materials that they can access easily wherever they are to help assess a candidate. These could include online screening tools or something as simple as a list of prepared questions.

Provide them with a standard form for a provisional offer that they can email to a candidate – and make this offer simple enough to be sent to and read on a Blackberry or other PDA.

One executive I know has hired two senior-level people on airplanes at 35,000 feet. Just the idea of being offered a job in an airplane seat is enough to get candidates to say yes. He says the candidates were really serious, showed up for final interviews and application processing, and are both working in his firm today. As I have repeated, screen people *into* your firm by finding them a job that fits their skills and desires, and do not screen people *out* by the traditional methods of endless interviews and unclear job duties.

Idea #2: Get rid of bureaucracy. Remove approval layers and reduce the number of interviews to just two to three at the most. Make sure you have a probationary period and terminate poor performers quickly. While it is nice to make slow and certain decisions about people, this marketplace does not make that a very practical policy. While testing and other assessment processes raise the level of certainty about a candidate, they should never interfere with making offers to potentially good people who have been assessed by qualified and empowered managers. If it is critical that a candidate have a particular skill, at least let them know you are very interested and streamline whatever testing process you have. Every day that passes without a decision reduces the likelihood of availability and acceptance.

Idea #3: Take a chance. People are hard to predict, as all of us who are or have been recruiters know. [Wendell Williams](#), [Charles Handler](#), and other ERE writers have written that most of our traditional measures of candidates are useless. As Wendell has said, an interview is perhaps only 1% accurate when it comes to predicting how well an employee will work out. Smart managers and smart recruiters are willing to risk a little

on a candidate who seems reasonable, and not lose the candidate while they include a few more people in the process.

Idea #4: Know what you are looking for. I can't tell you how many times candidates tell me about the interviews they had for positions that were never described to them clearly and that had vague responsibilities. We all work in a rapidly changing world and we all have to have flexibility in describing a job. That's okay; however, it is not appropriate to interview candidates for skills they may not need, for jobs that may never materialize, for jobs that seem to duplicate other jobs in the firm and people don't understand why more are needed, and on and on. Keep things well-defined with a simple reporting structure. I believe that thousands of jobs go unfilled every month because they are not defined enough to convince a candidate of the need for or of the importance of the position to the firm.

Idea #5: Develop impeccable customer service. This final tip is my old favorite, as you should never make a candidate have to call you. Get back to candidates the same day as the interview. Give them honest assessments and feedback. Provide information immediately. If you are having them travel for an interview, fly them first class or put them up in a fancy hotel. Give them VIP treatment – limo, nice restaurant, whatever. The cost is minimal compared to losing them to a competitor. People remember good service, even if you don't end up hiring them. They will spread the word and make sure that your company gets good publicity. We often treat minor customers better than candidates. Which, in the long run, is worth more?

As Henry David Thoreau wrote in *Walden*, "Simplicity, simplicity, simplicity! I say, let your affairs be as two or three, and not a hundred or a thousand . . . keep your accounts on your thumb-nail."

Kevin Wheeler (kwheeler@gresources.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.gresources.com>.

ARTICLE #3: HARNESSING THE INTERNET

By The David Group



Sure, you could use the Internet as another means of broadcasting your job openings. However, by simply posting your openings on a job board, you are not benefiting from the unique capability of the Internet — interactive communication. Instead, harness the power of the Internet to raise awareness of your organization as an employer and establish and maintain communication with potential recruits. The reward for choosing this strategy over simply posting jobs online is reaching today's most coveted candidates — passive job seekers.

Your Employment Site: Build the Foundation Most Internet-savvy job seekers — passive and active — eventually make their way to your employment site. In addition to content and graphic appeal, remember to consider response time and ease of navigation when designing your site. A site that does not provide relevant information quickly and effectively will not leave its visitors with a good first impression of the site or your company.

To capture the interest of passive job seekers, your employment site should highlight employer attributes that strengthen your appeal to target candidates. Promoting your strengths can differentiate you from a passive job seeker's current employer. Capture visitors' information while they are on your site. Create an inviting system to secure their e-mail address so you can begin the two-way dialogue necessary to develop a relationship that leads to a possible hire. Remember to change the content of your site regularly so passive job seekers have a reason to visit again.

Attract Passive Job Seekers: Deliver Your Message

To secure the interest of passive job seekers, you need to understand how your target candidates use the Internet and then provide them with information that stimulates a response. Banner ads and sponsorships are a great way to create exposure, build awareness and

start a dialogue. Understand what kinds of sites your target candidates visit and place banner ads and sponsorships on those sites. Link them to your employment site so passive job seekers can click through and learn about your company and your current openings. Even if they do not click on the banner or sponsorship, the exposure you receive helps to build awareness of your organization as an employer.

Build Relationships: Establish and Maintain Communication

Use tools like virtual postcards, invitations and newsletters to maintain ongoing communication with passive job seekers. E-mail updates about new openings and company news on a regular basis.

Pique the Interest of Target Candidates: Promote Your Web Site

Entice target candidates to visit your Web site. Develop and implement a strong marketing strategy to promote the site. Include site registration, PR and media planning. Build awareness of your site in print ads, radio spots and anywhere and everywhere you promote your company.

The David Group's Internet Services Team can help you every step of the way. We will develop a comprehensive Internet recruitment marketing strategy that harnesses the power of the Internet to keep you a step ahead.

The David Group

Recruitment Marketing Experts

Since 1977, we've been solving recruitment marketing challenges for human resource professionals like you. And while new technologies have impacted the way candidates and recruiters communicate, our commitment to our clients has remained the same:

- *Improve Candidate Flow*
- *Maximize Your Recruitment Budget*
- *Provide Outstanding Service On Your Terms*

From comprehensive research and targeted media planning, to award-winning creative and dedicated account management, The David Group is a full-service recruitment marketing firm that will keep you a step ahead of the challenges you face every day.

ARTICLE #4: HIGH-TECH JOBS GROW THIS YEAR

By Ryan Blitstein
Mercury News



Jobs in the U.S. high-technology industry grew by 2.5 percent during the first half of this year, nearly doubling the growth during the same period a year ago, according to a report released Tuesday.

High-tech added more than 140,000 jobs to employ 5.8 million people as of this June, the largest number since 2002, said the analysis by the American Electronics Association, an industry trade group.

Much of the growth came from software services and engineering and tech services companies, which each added more than 40,000 jobs between January and June. These broad categories include software makers like Oracle and Internet companies like Yahoo.

High-tech manufacturing companies like Intel in aggregate gained about 23,000 jobs, and communications services companies added just 5,000 employees during the first half of 2006.

Separate state data suggest job growth -- and losses -- at Silicon Valley tech companies show a pattern similar to the nationwide numbers. Employment at Internet service providers, Web search portals, and data processing companies rose 7 percent to 16,700 between August 2005 and last month, while computer and electronic product manufacturing businesses had a net loss of 800 jobs, according to the California Employment Development Department, which classifies companies differently from the federal Bureau of Labor Statistics data the AeA compiled.

“The hardware side of tech is pretty flat, and the software and Internet side is in a recovery, showing job

growth both here and in the nation as a whole. That's likely going to continue in the future,” said Stephen Levy, director of the Center for the Continuing Study of the California Economy in Palo Alto.

The national tech industry's 2.5 percent employment growth, however, lags behind the 3.5 percent job growth of the private sector as a whole.

“We think the growth could be much higher,” said Josh James, AeA senior manager, research and industry analysis, who contributed to the report. “Numerous tech companies are having a difficult time finding qualified workers, both because fewer U.S. kids are coming out of universities with science and engineering backgrounds and companies are having a more difficult time hiring foreign nationals because of the visa process.” Both the AeA and state data take into account employees in the high-tech industry, but not technical employees at other businesses. That means -- an accountant at Cisco Systems would be counted, but a software engineer at Wells Fargo would not be.

QUOTE

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

--Jim Rohn

ARTICLE #5: ETHICS AND ECONOMICS: WHY AND HOW RECRUITMENT IS CHANGING

By Lightman at Recruiting.com



Ethics and economics: why and how recruitment is changing

“The times they are a-changin’”, sang the visionary poet Bob Dylan. And he was right, of course, although he probably didn’t have recruitment in mind when he formed this prophetic lyric. But maybe he should have. At NRC.com, we believe that recruitment is an economic process that touches all of our lives and deserves to be given some airtime. It may not be the stuff of inspired lyrics, it may not be sexy or chic, but it is, all the same, fundamentally important to the modern world and the success and, by implication, the happiness of the people that live in that world. That’s what motivates us to change recruitment. It’s too important to all of us to be left to chance. But what exactly do we mean by this? What is the problem with recruitment as it currently stands? And how can we effect meaningful change?

The problem

Well, firstly, there are many perceived problems with recruitment. The biggest by far is that candidates are treated poorly. We have much anecdotal evidence to back this up and we are currently carrying out several online polls to define the issue in more scientific terms. We will publish the statistical analysis when it is ready, but we have already cited the results of a recent Reed Consulting survey, which seems to confirm our hypothesis that candidates often feel disempowered and degraded when they subject themselves to a recruitment process. We believe that this is wrong, both in moral and economic terms. And we do not shy away from the moral argument. Socially responsible and ethical business is no longer just the unheard mantra of the academic locked away in her ivory tower. Far from it. In fact,

ethical business is very much on the boardroom agenda because directors know that this is no passing intellectual fad and that, indeed, it has developed into a critical success factor for their corporations. But we will explore the economic argument in due course. The important point to grasp here is that ethics have a part to play in corporate life and values. We have moved beyond the era in which the profit motive and the surplus value of labor held sway as the lynchpin concepts of capitalism. Today, management theory and modern corporate governance standards are just as comfortable dealing with the stakeholder as they are with the shareholder, just as concerned about environmental impacts as they are with EPS and EBITDA. Business must continue to drive profits, of course, but it must do so in a socially responsible and ethical manner. And since candidates are affected by the businesses they interview for, companies must *prima facie* address their needs and concerns. There are, of course, sound economic arguments for doing so (which, again, we will explore in due course), but above and beyond these we contend that candidates, in giving freely of their time (including the behind-the-scenes time involved in preparation and research) deserve a certain amount in return. In particular, we believe that candidates deserve to be treated objectively (and, of course, in the UK at least we now have legislation which attributes this as a legal right) and professionally. This means that candidates should receive constructive feedback after an interview (regardless of whether they have been successful or not) and that they shouldn’t be left hanging around in some foreboding lobby for an undignified length of time. Of course, there are other behaviors that we could stipulate, but in summary we believe that candidates should be treated with courtesy and honesty at all times during a recruitment process.

Recruitment consultants

Which brings us on to the subject of recruitment consultants. Again, we should emphasize that we are dealing here in anecdote, reams and reams of it, but it is still anecdotal evidence. Our polling initiative will drape a cloak of scientific respectability over us in the near future, but ultimately if we have got it badly wrong then the market will determine our fate. Our central argument here is that recruitment consultants view candidates as a means to an end. To quote a recruitment consultant who recently posted to our forum, “After all registering with an agency is a free service to the candidate and therefore you have to see it this way. If you were paying lots of money for the service then things would be different but that isn’t (sic) the case. Perhaps this is at the root of the problem. Candidates don’t pay and therefore they don’t

get the service. Well, we will attempt to deconstruct this argument and then move on to assess what the employer gets for its money. Candidates do not part with cash, no. But then, neither does a prospective property buyer. And no one would suggest that property buyers deserve shoddy treatment. In any case, it is beside the point because a candidate is best viewed as an asset and not as a service-seeking entity. Now, while a recruitment consultant does not have legal title to that asset (slaves, of course, having been legislated out of existence an awfully long time ago), it does have a contingent right (contingent on the ability of the recruitment consultant to place or .sell. that asset with an employer) to receive economic inflows based on the use of that asset (to use the technical accounting jargon). Once you view the candidate as a contingent asset, something is brought into sharp focus. No good businessperson neglects an asset, since it is only with the proper care and maintenance of this asset that it is possible to harvest a maximal return. The neglected candidate is a disenchanting candidate and is to that extent far less likely to interview with success.

Consequently, only the false economist shies away from investing the proper care and diligence in a candidate, since it raises the spectrum of a slimmer top line. But what is it precisely that we are accusing recruitment consultants of? What are the specific value-limiting issues that characterize a recruitment consultant's attitude toward a candidate? Well, to get specific (and again, we must emphasize that this is based currently on anecdotal evidence) we are saying that the recruitment consultants should not:

- Put candidates forward for inappropriate jobs (i.e., play the .numbers game.);
- Feign to have more contacts and opportunities than they actually do have;
- Fail to keep a candidate fully informed about the success or otherwise of an interview on a timely basis;
- Fail to secure adequate feedback from an employer (i.e., feedback from which lessons can be learned to improve the chances of future success);
- Pretend that they know more about an industry and its disciplines than they actually do;
- Pretend that they are in a meeting or away from their desk. when a concerned candidate phones through for an update or guidance;
- Advertise jobs which do not exist to reel candidates in;
- Urge candidates to retain their services exclusively on the basis that employers get annoyed when they receive the same CV (resume) more than once;

- Fail to request a candidate's permission before they send through a CV (resume);
- Refuse to accept a candidate's first response if they are not interested in an opportunity;
- Cold-call candidates at their place of work especially if they know that a candidate has only recently accepted an appointment;
- Use candidates to gain inside information of an organization's personnel.

Of course, this list is not exhaustive. But we believe that it fairly represents some of the chief complaints that candidates justifiably have of recruitment consultants. It certainly demonstrates that recruitment consultants do not view their candidates as contingent assets. Rather, it suggests that candidates are viewed as little more than fodder as we said at the beginning, a means to an end. And if that's how they view their candidates, then what does that say about their view of employers? To us, it suggests that recruitment consultants do not take their service to employers very seriously at all (remember, these are the bells and whistles. paid-for service). If they did, then they would not send candidates along for inappropriate opportunities. They would not try to lure recently-inducted employees away from an employer (knowing full well that this is the most vulnerable time for any employee and therefore a time when they might be prized away cheaply). In fact, their whole treatment of candidates is, we contend, reflective of their attitude to employers as well again a means to an end. For the all the protestations to the contrary, for all the serious talk of forging meaningful and long-lasting relationships with employers, recruitment consultants seem to behave in just the same way to employers as they do to candidates. Cold calling, inappropriate CVs (resumes), over-selling contacts, unreliable feedback from candidates (i.e., saying what the employer wants to hear), insufficient resources invested in advertising opportunities these are just some of the issues facing employers who use recruitment consultants. And when one onsidies that recruitment consultants demand a pretty penny for their services (up to 30% of the face value of a salary), it seems incredible that this situation has endured for as long as it has, which brings us neatly on to the economic arguments for what we are trying to do here at NRC.com.

The economic arguments for change

The most important point to grasp is that candidates are not just candidates. They are actually stakeholders as well. Perhaps they are also customers or friends of (or related to) customers. Perhaps they are affiliated in some way to suppliers. They will almost certainly be residents of the local community in which a recruiting company operates. Most importantly, they have the

ability to form opinions. A poor recruitment process will shape those opinions negatively and, moreover, create the impetus for the communication and dissemination of those opinions. Conversely, a good recruitment process (and we will come on to what we mean by either a good or bad recruitment process) will tend to frame positive opinions and again create the impetus for the communication and dissemination of those opinions. In fact, candidates as entities that come into direct physical contact with an organization and its employees are a hugely significant stakeholder. They will take their first-hand experiences away with them and because of the emotionally-charged nature of a recruitment process, a process in which aspirational dreams are toyed with these experiences have a powerful influence on a company's external environment. It is, therefore, self-evident that companies need to manage recruitment carefully. In fact, what we are talking about here is the continuation of a broadly-accepted and influential concept brand management. Companies invest a great deal of resource in marketing, advertising and customer relations because they know that the brand that most intangible and valuable of assets is king. The old adage, that a brand takes time and care and an awful lot of perseverance to create, but only one PR disaster to destroy, is a truism. And nowhere is it more relevant than in the interview room. That is why it is so important to manage recruitment with the brand as central focus. But let's get more specific. What exactly do we mean by a good or a bad recruitment process? A good recruitment process, we contend, is one in which the brand is evocatively and enthusiastically conveyed. Central to the achievement of this goal is the proper care and respect for the candidate an appreciation that the candidate has chosen your company to interview for. This may sound strange to those accustomed to perceiving recruitment as a buyers market. Maybe it once was, but not any more. The explosion of the information age has seen to that. Candidates are empowered now to make choices. They are mobile. They are information-rich. They will avoid companies that do not live up to their standards. And, crucially, they will reject an offer of employment if they feel that they were not treated well at an interview. Even if some do accept, for instance on the basis of a salary offered (which is hardly the most economic way for employers to attract the talent and skills that they need), these candidates will begin their employment with doubt lingering in their minds. And this can hardly be the basis upon which a successful career is built. So, companies need to make sure that they create a positive impression during recruitment. This can mean all manner of things, but principally it means a recognition that the candidate is an equal party to the recruitment process, that the

company must do as much to sell itself as the candidate. That's what our feedback system is all about. It produces metrics to quantify recruitment performance (for each interview round) so that companies can monitor and improve upon certain fundamentals. For instance, a company needs to know if someone's interviewing style is off so that the proper investment in training can be made. In fact, we have identified nine criteria against which a company can benchmark its performance (enthusiasm, accuracy of role described versus the role advertised, timeliness, preparedness, quality of the premises in which the interview took place etc). No doubt these criteria will evolve and we are happy to customize them for companies and their specific circumstances, but fundamentally they provide quantifiable and therefore measurable results. We very much hope, in fact, that these Key Recruitment Performance Indicators (KRPIs), as we call them, become an established part of companies internal reporting practices and that the CEO reviews them just as closely as revenues, costs and margins in the never-ending mission to drive an organizations' success. And in return for such valuable information, we believe that it is incumbent upon organizations to return the favor by taking the time to provide each and every candidate that they interview with constructive and timely feedback. Candidates are anxious for personal success just as much as you are anxious for corporate success. Without this feedback, we believe that candidates have no way of knowing what they are doing correctly and what needs improvement. And we believe that honest, transparent feedback will be hugely appreciated by candidates, which can only be to the good of the corporate brand.

Recruiting.com is a community recruiting portal.

QUOTE

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

--Samuel Johnson

2006 CALENDAR OF EVENTS

December 9, 2006 - Holiday Party
 January 30, 2007 - Skills Program
 February 27, 2007 - Skills Program
 March 24, 2007 - Social Program
 April 24, 2007 - Skills Program
 May 22, 2007 - Skills Program
 June 23, 2007 - Social Program

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