

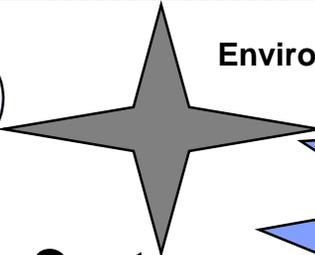


## **E-Recruiting 2001**

**The New Economy's most critical resource - People**

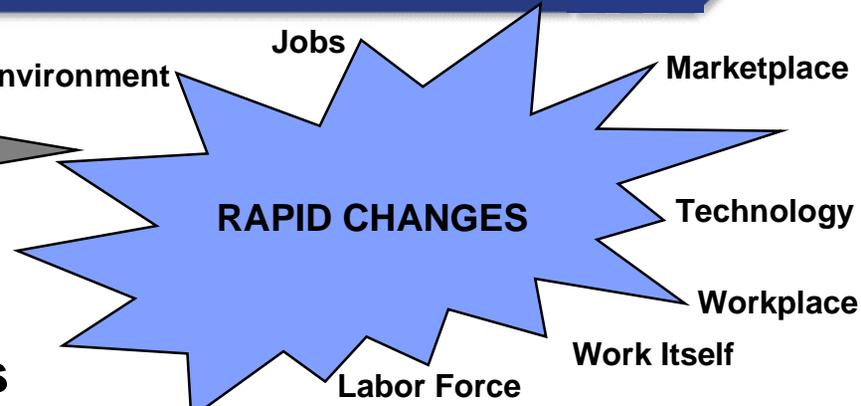
**HP WORLD 2001**

# HIRING ISSUES / OPPORTUNITIES



Environment

Jobs



Marketplace

Technology

Workplace

Work Itself

Labor Force

- Reduce Hiring Costs
- Improve Hiring Process
- Identify / Partner with Resource Providers
- Match Skills to the Work
- Plan Access to Talent Pool
- Work with 'Free Agents'?
- Partner / Network with Recruiters
- E-Recruiting System

INTEGRATION

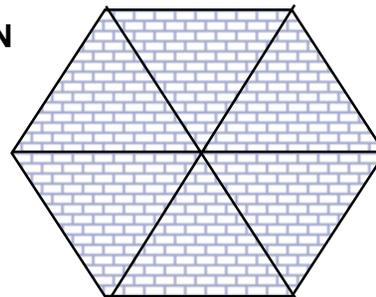
STRATEGY

TOOLS

PLAN

TECHNIQUE

PROCESS



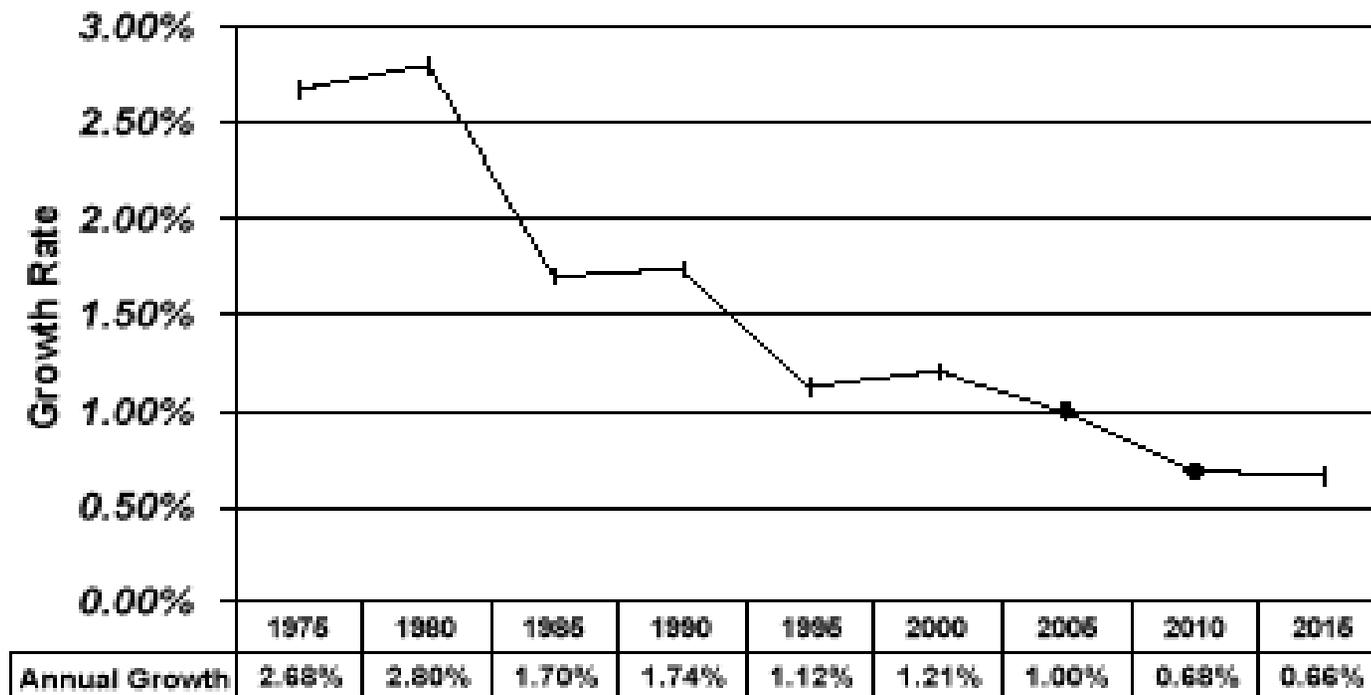
## WORK IS CHANGING

- **Work being done in “non-standard” ways**
- **Workers have claimed Independence**
  - Funding their own benefits, training, career building**
  - Less Loyalty to Employer, more to Profession**
- **People demanding New Work Arrangements**
  - Telecommuting - Bringing Work to Workers**
  - 10+% of US Work Force works remotely**
- **Teams becoming central**
  - Hierarchies are flattening**
  - Self-managed Teams**
- **Moving from Commerce to E-Business**
- **Evolving to Virtual Enterprises and Trading Communities**

# WORKPLACE IS CHANGING

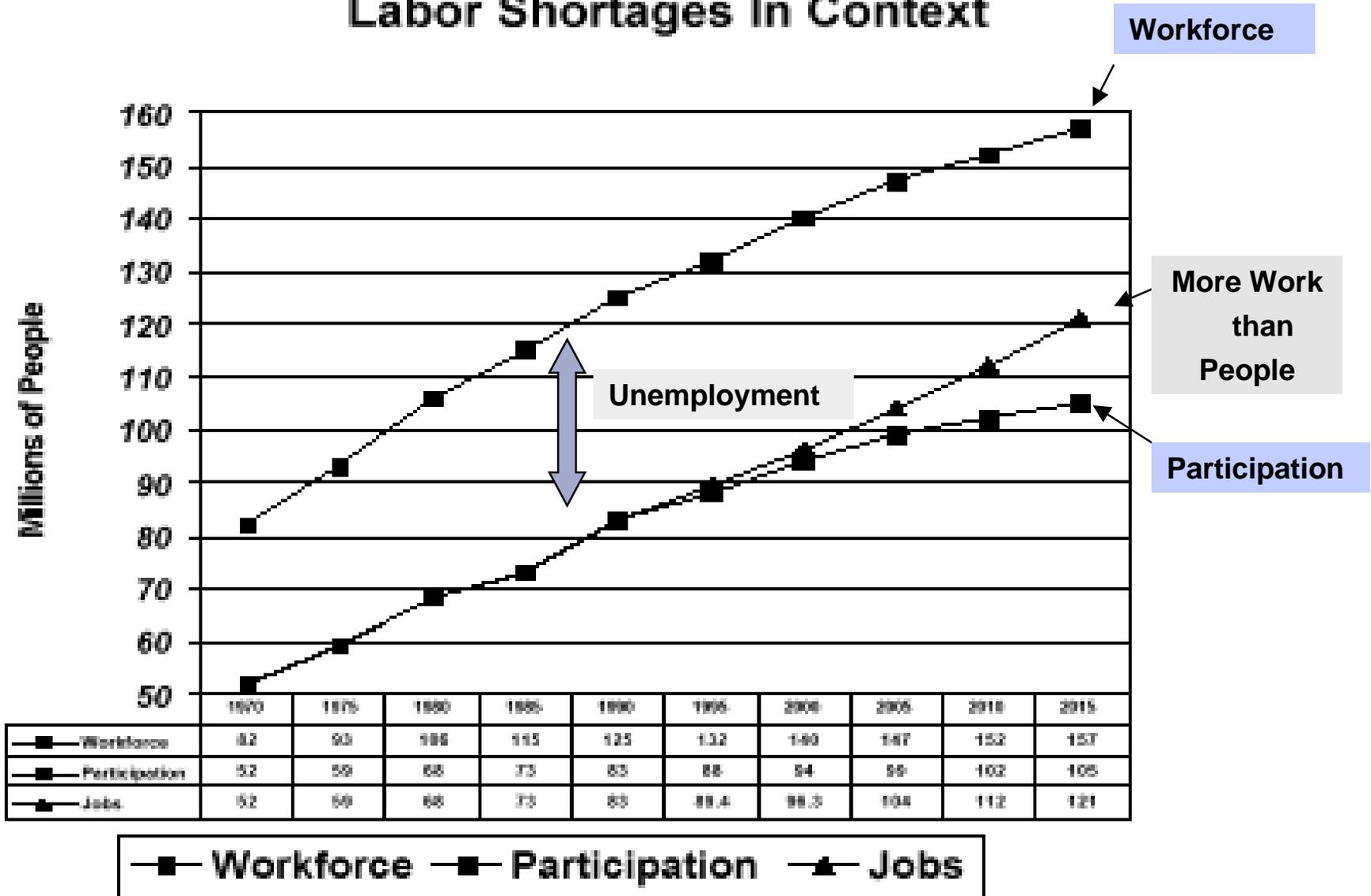
- Over last 25 years, 500% decline in Labor Force Growth Rate
- Not only in the US, but also a Global trend
- Graying of America, Graying of the World

## Changes In Labor Force Growth Rate



# WORKPLACE IS CHANGING

## Labor Shortages In Context

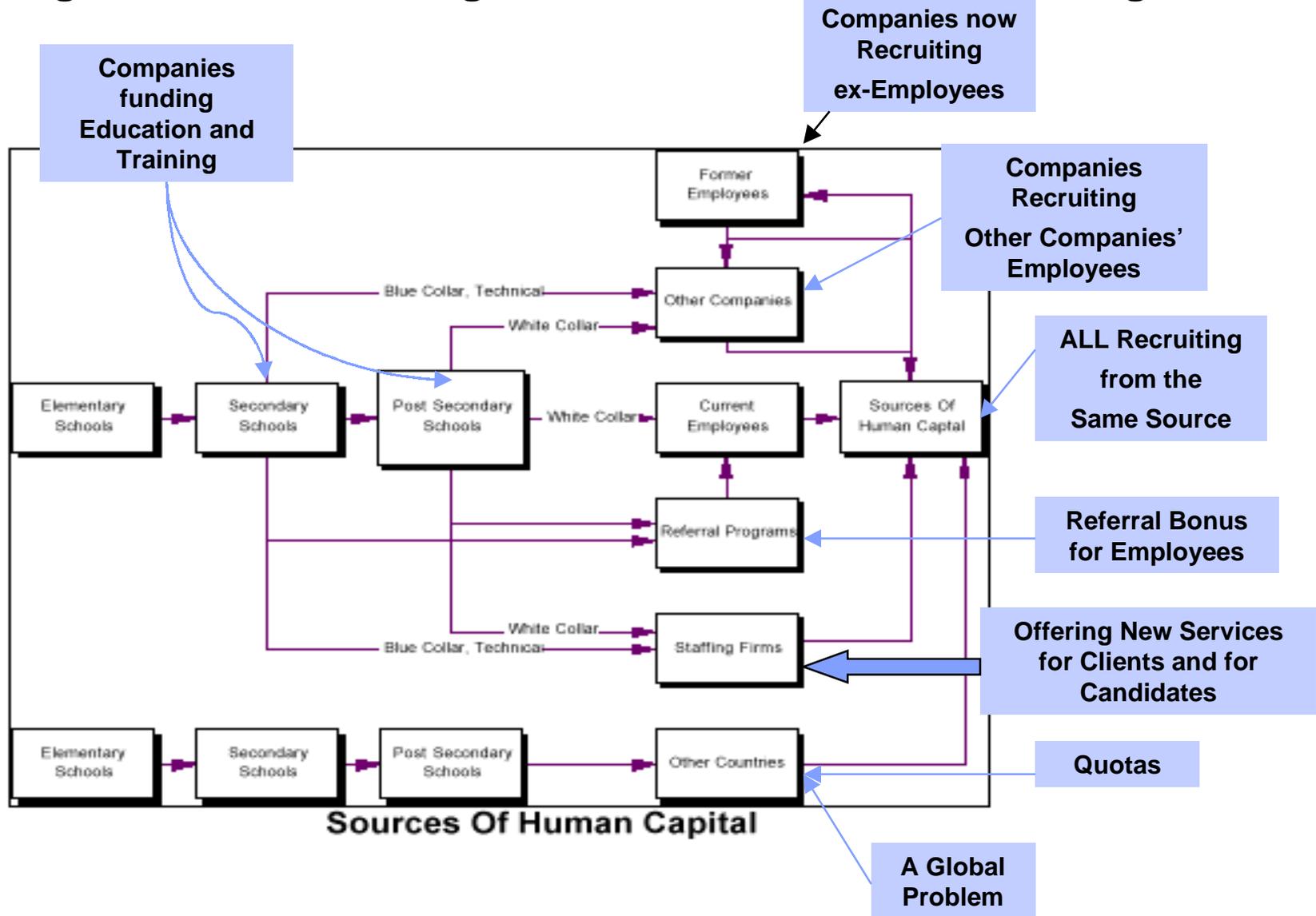


## **WORKPLACE IS CHANGING**

- **Hiring / retention is now a critical issue**
- **Labor Supply will NOT meet Demand**
- **Colleges enrollments are decreasing in number**
- **Compounded by less interest in Computer Science**
- **Knowledge Workers are very scarce**
- **Human Capital strategies have changed**
- **The WWW is growing exponentially**
- **Job Seekers have information power**
- **e-Recruiting is 10 times faster and cheaper**

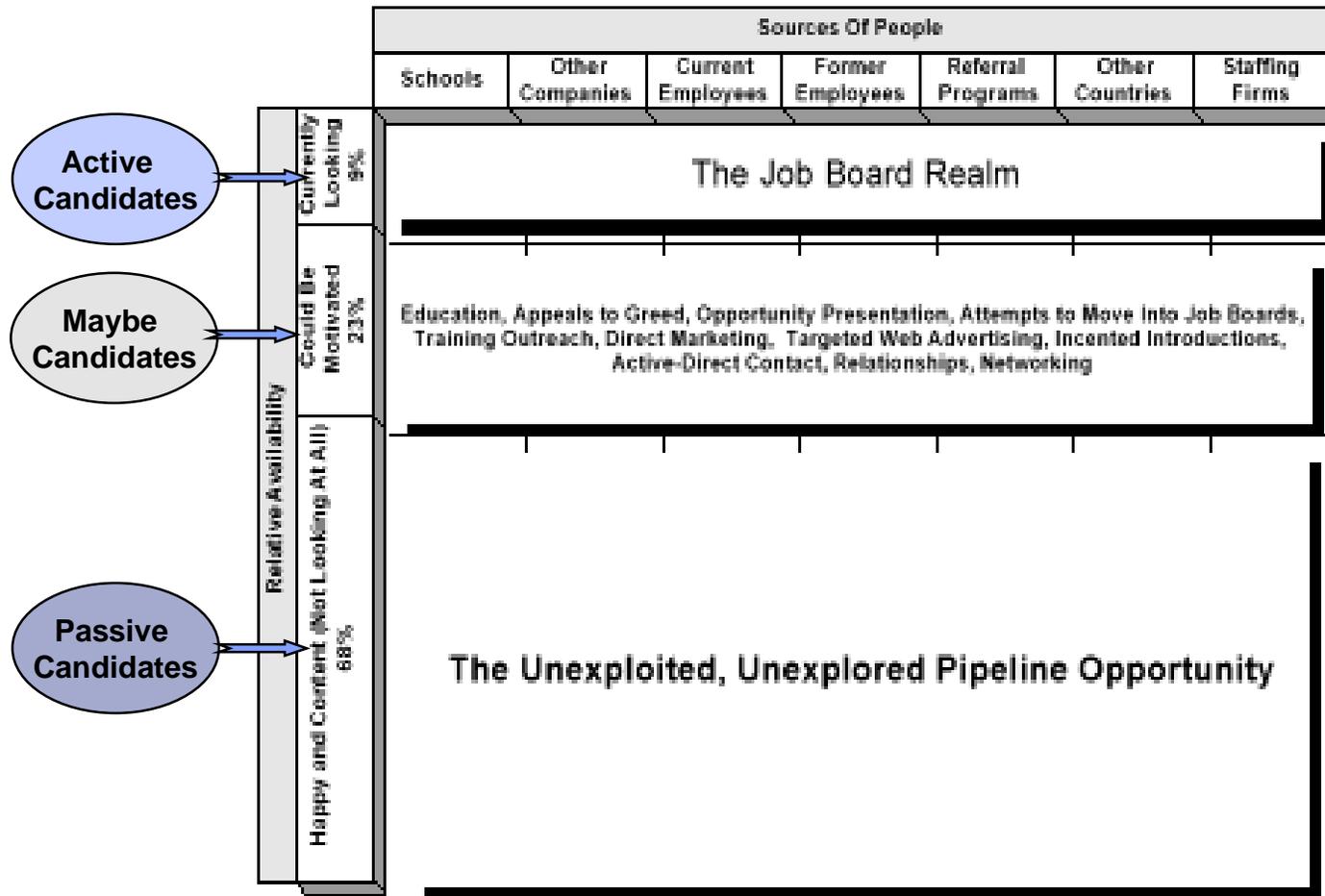
# CURRENT VIEW

## Convergence of e-Recruiting and 'brick and mortar' recruiting



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## Convergence of e-Recruiting and 'brick and mortar' recruiting



## CURRENT VIEW

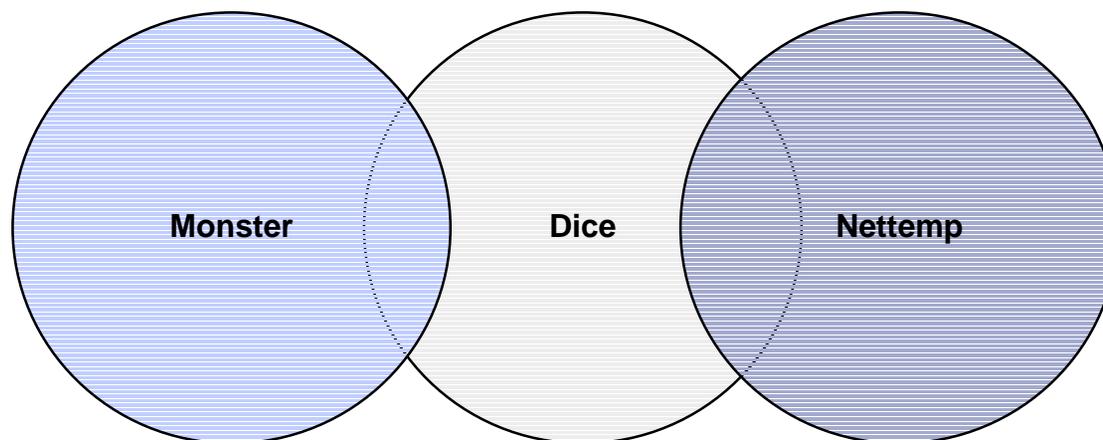
### Convergence of e-Recruiting and 'brick and mortar' recruiting

- e-Recruiting is working!
- 15,000 - 30,000 Job related Sites out there
- Use of various media and ways of e-Recruiting
- High satisfaction reported by Companies and Candidates

Top 20 Sites

60 - 75% Satisfaction Rating

- Millions of resumes out there
- Considerable overlap on top sites



## EMPLOYEES ARE IN CONTROL?

**“The War for Talent is over. And, by the way, Guess who WON?”**

***Companies need the ability to flexibly adapt to changing market conditions in ways that don't harm existing relationships and thus, destroy previous investments in human capital.***

***“The new marketplace of talent will revolve around the personalization of employment relationships - whether they are with full-time employees or project based contractors.”***

**HCM**  
**\* Leverage Human Capital**  
**\* Invest in Strategic HCM**  
**\* Build and leverage Talent**  
**\* Draw on networks of Talent beyond corporate boundaries**

## FUTURE IS TALENT CONSTRAINED

- **Demand for IT Talent (especially) outstripping Supply**
  - Culture of entitlement**
  - College Graduate growth only 1%**
  - Need for entry-level positions**
- **Demand is accelerating**
  - New Technologies and Industries**
  - Economic Growth Drivers**
  - Increased skill requirements of Work**
- **Result is High Dollar Labor**
- **Improved hiring and retention is a mandate**

## A FREE AGENT TYPE OF LABOR FORCE

- ◆ **Strategic use of contingent labor**
- ◆ **Careers changed to 'Great Portfolio'**
- ◆ **More and more Contract Workers**
- ◆ **'Loyalty Contract' no longer exists**
- ◆ **Expect 10+ Jobs in a lifetime**

## THE INTERNET IS KEY

- **62M US people online**
- **Globally, 100M people use the Internet**
- **New Talent Pools – never before available**
- **High Demand for qualified people**
- **28.7M Job Listings on the WWW**
- **Career site traffic is over 20M visits / day**
- **Internet Recruiting Industry growing exponentially**
- **Internet Cost Per Hire is 10% of traditional methods**
- **Net recruiting shown to produce results**
- **Internet Ads increase reach, speed hiring, lower costs**
- **WWW has favorable candidate demographics**

## E-RECRUITING TECHNOLOGY

- **Technologies**
  - Job Boards**
  - Corporate Sites**
  - Vortals [Vertical Portals]**
  - Niche Boards etc.....**
- **E-Recruiting Technology Growth**

<b>1995</b>	<b>\$ 0.0 B</b>
<b>2001</b>	<b>\$ 7.5 B</b>
<b>2005</b>	<b>\$ 60.0 B</b>
- **Over 100 e-Recruiting / Staffing Service Providers**  
**(ie. SAP, Peoplesoft, OPUS360 ... )**



## e-RECRUITING HAS EVOLVED

- 1992, Job Bank USA < \$100 / Candidate
- 2001 \$9B      CAGR > 300%
- e-Recruiting is driven Digitally
- Over 15,000 Web sites
- Value Added Services  
(ie. Resume, Career Counseling etc.)
- Re-engineering of HR Professional work
- Hiring Process (Better, Faster, Cheaper)

# USING THE RECRUITING INDUSTRY

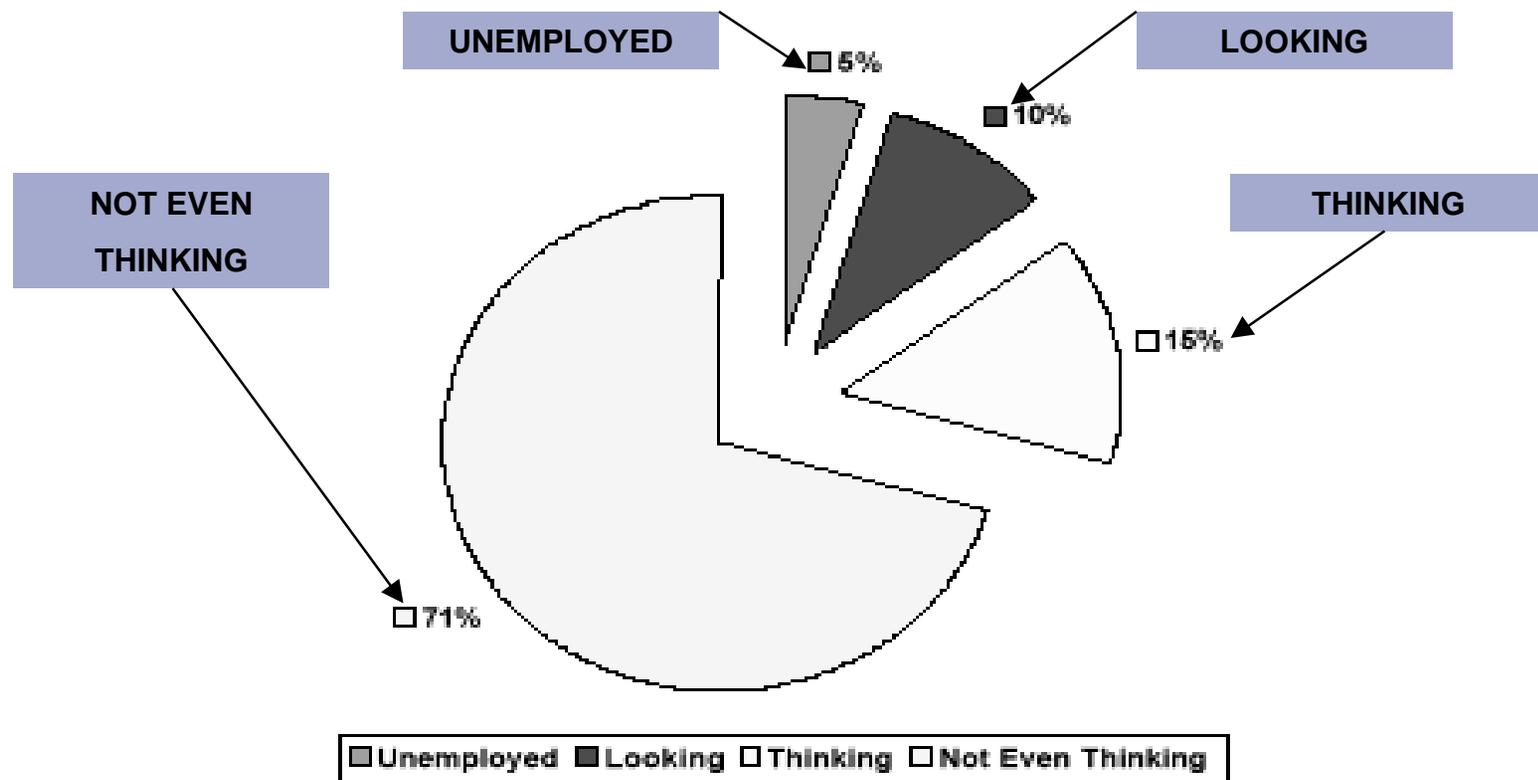
## Recruiting has CHANGED !

From weeding out candidates

To marketing-to and attracting candidates

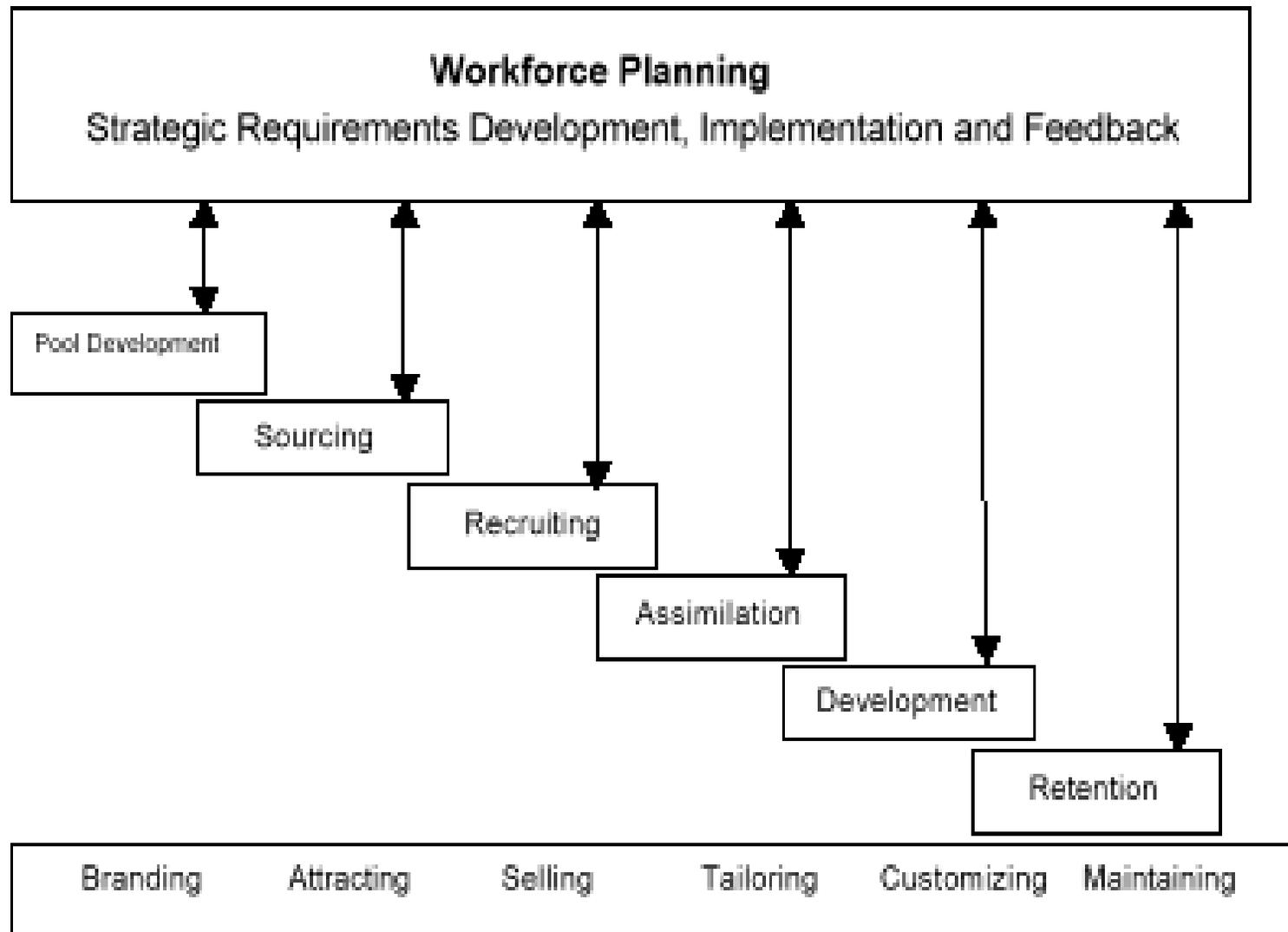
From a 'purchasing event' To a 'marketing program'

Who visits Job Boards? The Unemployed and the Looking, and they comprise only 15% of Internet Users.



# USING THE RECRUITING INDUSTRY

Recruiting now requires Workforce Planning and Lifecycle Recruiting



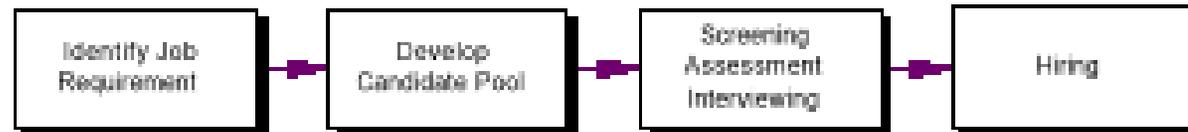
## USING THE RECRUITING INDUSTRY

### **The essentials of Life Cycle Recruiting include:**

- View that the Candidate is the holder of value
- Long term relationship management skills (ie. Database assisted)
- Real value delivery processes for RESULTS
- Long term planning for Hiring - Strategic orientation / Alliances
- Recruiting from earliest vocational choice to retirement
- Tight control of the orientation (assimilation) process
- Development Programs for potential and former employees  
(Value in Knowledge of Company, History, Processes etc.)
- Pre-sourcing - long in advance of a specific hiring requirement
- Value added relationship work which benefits potential candidates
- Expansion of referral programs to include employees
- Reorientation of HR as a profit contributor

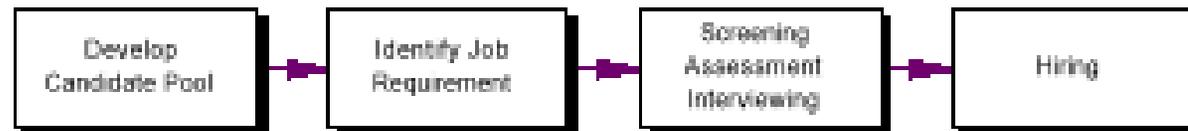
# RE-THINK, RE-TOOL, CHANGE OUR MANAGEMENT STYLE

## Traditional Method



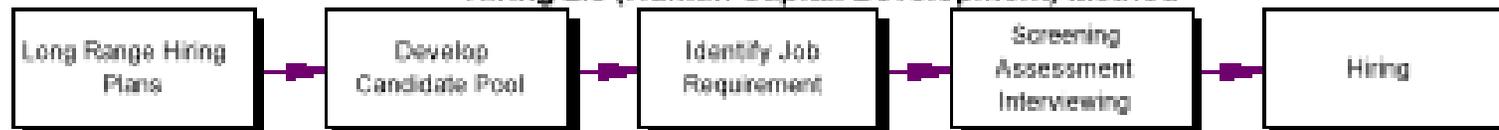
Goal: Fill The Position

## Incrementally Improved Method



Goal: Decrease Cycle Time

## Hiring 2.0 (Human Capital Development) Method

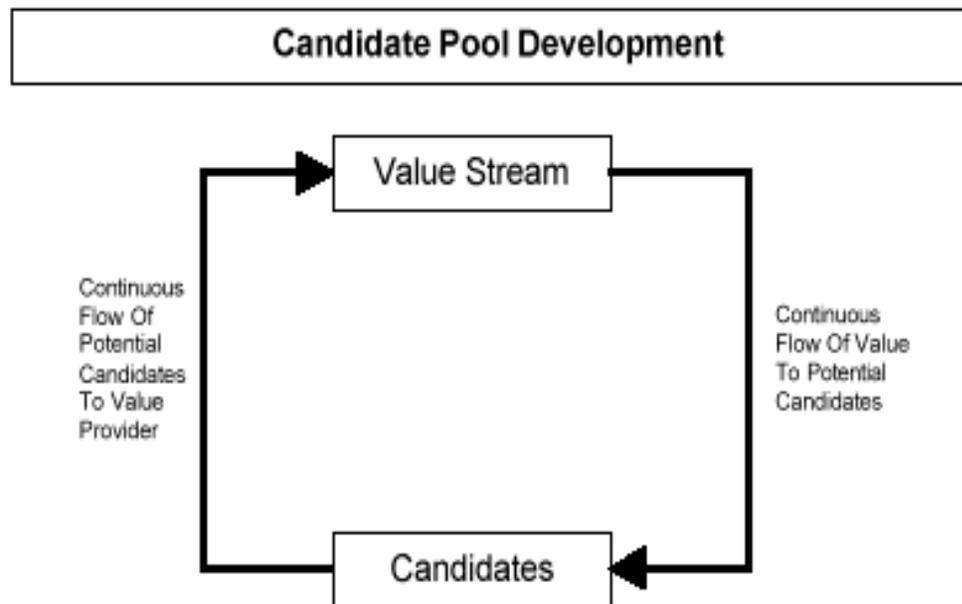


Goal: Begin to Manage Supply Chain

**Phased Process Improvements Over Five Years Of Industry Development**

## DEVELOP STRATEGY - ASSESS / RETAIN HUMAN CAPITAL

- **Involve your Recruiting Team in Strategic Decisions**
- **Emulate Strategies used for Capital, Inventory, Supply Chain etc.**
- **Mediate 'long term relationships' via digital communications**
- **Provide 'free training' for Candidates**
- **Employ WEB Sites for Long Term Candidate Relationships**



# **HIRE THE RIGHT TALENT FOR THE RIGHT JOB**

**DEVELOP**    **Generate and Qualify Client Interest**

**Understand Client Business Staffing Needs**

**INITIATE**    **Manage the Candidate Presentation Process**

**Initiate the Consultant Engagement**

**Explore Client Issues and Alternatives**

**PERFORM**    **Create Client Staffing Solutions**

**Validate Solutions**

**Define the E-Managed Services Solution**

**COMPLETE**    **Coordinate E-Managed Services Implementation**

**Work to anticipate New Client Requirements**

## PLAN THE FUTURE

- *HR-Dept via HR Portals*
- HR focus on *Relationship Recruiting*
- *e-HR Features*
- *Automated Job Matching*
- *Online Job Posting*
- *Career Networks with HR Services and Online Training*
- *Digital Relationship Recruitment for 2, 3, 5 Years from now*
- *E-Hiring Process-->Smooth, Effective and Expansive*

## **TIPS AND TECHNIQUES FOR e-RECRUITING**

- **Make Job Ads appealing to BOTH active and passive Job Seekers**
- **Avoid problems that STOP Applicants (42% fail, 32% partial)**
- **Act quickly when a Most Placeable Candidate (MPC) is found**
- **Post COMPLETE Job Information – Be as detailed as necessary**
- **Use an email FORM – to enter candidates into database**
- **Post ALL Jobs on the company Web Site**
- **Automate email responses - notify the Hiring Manager**
- **Pay for Preferred Service**
- **Provide Added Value for Candidates – e.g. Links to Job Resources**