



Recruiting and Selection in Difficult Times

Has it ever been easy?

teamwork

teamwork

Sellers Market

More jobs than candidates

Recruiting

- More marketing effort required to interest candidates
- Guerilla techniques
- Greater focus on retention of good candidates

Selection

- Cost of making a bad hire is greater.
- Greater use of predictive tools/diagnostics.
- More effort to train interviewers.

Buyers Market

More candidates than jobs

Recruiting

- High volume of applicants unaided.
- Existing openings.
- General Interest applications.
- Finding Qualified candidates easier.

Selection

- Process automated due to volume.
- Compliance with EEOC & Fair Labor Practices challenged.
- Cultural fit gets more emphasis.
- Upgrading tools and techniques.

Empirical Survey: About the Respondents

- 166 companies participated
- 63% in the Foodservice industry
- 78% were at the VP level or higher
- 50% operated 250 locations or less
- 9% operated over 1000 locations

Empirical Survey: Hiring in 2010

- Only 47% to make corporate hires
- 54% will be at the Manager level
- Dir, VP, EVP, C-level lower than '09
- Role of retained search is “uncertain”

Differences

Smaller Companies

- Less formal, more intuitive.
- Creative assessment processes – volunteer work day.
- Emphasis on promote from within.
- Recruit from established brands as proxy for correct training.
- More time to deliberate
- Some are considering upgrading.
- Outsource references and background checks.

Larger Companies

- On-line application process with diagnostic tools.
- More formal, more discriminating process.
- Upgrading systems and processes.
- More interviews are required.
- Predictive indices more job specific.
- Some do not use to minimize potential legal liability.
- Recruiting & Selection is part of integrated manpower planning and performance management system.

Summary

- Strong brands view labor scarcity as given.
- Different Tactics for Recruiting in Buyer vs. Sellers Markets.
- Efficiency in Selection process in Buyer markets.
- Recruiting and Selection systems formalized.
- Automated solutions for managing process.
- Intensive training in interviewing skills.
- Part of integrated Manpower Planning and Performance Management.