



Adding New Equipment to your Toolkit: How Top HR strategic recruiting functions contribute to their organization's bottom line

By: Reggie Barefield

Recent studies have shown that HR recruiting functions and recruiters are only performing at 20% of their full potential.

I believe that the problem is that the majority of HR recruiting leaders and recruiters get hired one day and are then expected to be competent strategic recruiting experts immediately. It isn't fair to the HR recruiting leader and recruiter or effective for your company.

The strategy for recruiting and retaining quality diverse talent is changing right before our eyes and companies that don't proactively prepare their HR recruiting function and recruiter's will be left behind. Many employers failed to foresee the War for Talent during the mid to late 90's when unemployment hit an all time low of 3.9%.

In fact, many HR recruiting functions spent multi-millions in recruiting costs to seek quality passive and diverse candidates to handle the increase in growth and workload. Unfortunately many organizations still lost the battle and got trounced by their competitors.

During the past War for Talent, for some employers, the solution to recruiting was the Internet. Sites such as Monster Board, Hot Jobs, and Career Builder promise to generate million of candidates leads right at your fingertips. But, statistics demonstrated that the Internet was not the total solution to their recruiting vows. In addition, many organizations spent millions of dollars in recruitment advertising and applicant tracking systems, anticipating that these tools would help improve their recruiting process while reducing costs.

The problem was that many organizations failed to provide their HR recruiting functions and recruiters with the proper strategic tools and training during a time when solid relationships had to be built with a changing and demographically diverse labor pool.

How capable is your HR recruiting function?

There are thousands of articles that mention how the HR recruiting function in most cases does not have the consistent performance standards of a retained search agency. Why? Because strategic recruiting has never been viewed as a core business competency for most employers. In addition, senior management within most companies don't have the confidence in their HR recruiting function to successfully recruit quality diverse talent and to provide sound strategic advice.

Another important factor is that when the economy is on a decline, most employers consistently target the HR recruiting function as an unnecessary overhead expense, and eventually downsize most of their quality HR strategic recruiters and leaders who in return, take their intellectual capital to a competitor that truly values their contribution. Therefore, many organizations never develop a consistent high performing HR strategic recruiting function or practices because they are continuously reinventing the wheel. In return, most organizations then rely on higher costs solutions for addressing their HR recruiting concerns as the economy improves.

It Doesn't Take a PHD to be the BEST

Research illustrates that most HR recruiting functions and recruiters do not effectively measure their contribution to their organization's bottom line. In addition, senior management does not view the HR recruiting function as a strategic profit and loss business unit. Why? Because, most HR recruiting functions and recruiters have never learn how to build the business case for gaining senior managements support and approval in developing the required strategic tools that will optimize their contribution to their organization's bottom line. More importantly, they never learn how to convince senior management that there is direct correlation between revenue growth and a just-in-time internal and external hiring strategy.

Changing Demographics has led to a "New" more intense War for Talent

It has been forecasted that we are currently facing a new boom in the economy and with the vast amount of baby boomers leaving the workforce on a daily basis, and the changing demographics of our labor pool has led to another more intense War for Talent.

However, most employers do not feel that history will repeat itself. If this is truly the case, then thousands of employers will again face astronomical recruiting costs when they finally realize the "New" War for Talent is fact and not an imaginary tale. As a result, revenue growth and profitability of many employers will significantly be impacted for failing to proactively prepare their HR recruiting functions.

What Are Your Competitors Doing?

There are a few employers who have already prepared ahead of time for this intense battle by proactively developing and implementing a proven and practical strategic blueprint for recruiting and retaining a quality diverse workforce now and in the future.

These organizations are ahead of the pack on providing their HR strategic recruiting functions and recruiters with the required knowledge, tools and strategies for successfully contributing to their company's diversity strategy, revenue growth and profitability.

I have always been impressed how so many HR recruiting functions and recruiters who are prepared to commit themselves to their work by working excessive hours and accepting high stress recruiting environments.

In the majority of these cases new HR recruiting leaders and recruiters are expected to perform at the highest level without any training or understanding of how to develop the required strategic recruiting business tools.

Therefore, I am writing this article in response to the growing recognition among progressive, successful organizations that a talented HR strategic recruiting function with a strong business and performance ethic and a solid understanding of how to contribute to their company's profitability is a crucial factor for long-term success now and in the future.

Preparing for a "New" More Intense War for Talent

As recruiting and retention pressures ratchets back up, increasing recruiting administrative burdens, as well as cost constraints, and diversity recruiting and retention issues, are expected to put additional pressures on HR recruiting functions and recruiters.

It has been proven that if the HR recruiting strategy including diversity recruiting and retention initiatives are not aligned to the business strategy and managed with precision, the cost could to recruit and retain a quality diverse workforce could have a significant multi-million dollar negative impact on your organization's revenue growth and profitability.

Given these issues, I would like to share some award winning strategies for achieving breakthrough results utilized by some of the Top Fortune 100 "Employer of Choice" HR strategic recruiting functions that have helped add millions in unnecessary recruiting costs to their organization's bottom line, and regardless of economic conditions.

Putting together a blueprint for boosting your HR recruiting function's contribution to your organization's diversity strategy, revenue growth and profitability, will take developing and implementing the following comprehensive processes and tools:

1. Evaluate proven case studies of HR strategic recruiting functions that streamlined costs, increased productivity and performance, without sacrificing quality of hire.
2. Evaluate comprehensive business cases successfully utilized by Fortune 100 employers that have gained senior managements support and approval for improving recruiting performance including Diversity Recruiting and Retention results.
3. Develop and track key strategic recruiting including diversity recruiting and retention performance metrics that will accurately measure the HR recruiting function's contribution to your organization's bottom line.
4. Identify, develop and implement critical skills and competencies of World Class HR strategic recruiting functions that include a comprehensive diversity recruiting and retention skill development model.
5. Develop a proven strategic recruiting business process review for developing the best recruiting infrastructure cost efficiently.
6. Develop key strategic recruiting diagnostic tools for evaluating and identifying breakdowns in your current enterprise wide strategic recruiting including diversity recruiting and retention processes.
7. Develop and implement proven competency based assessment, performance and productivity management tools for optimizing strategic recruiting including diversity recruiting and retention results.
8. Develop practical critical skills and competency based strategic recruiting including diversity recruiting and retention change management, training content and tools that easily align to your organization's core competencies and business strategy.

9. Develop comprehensive senior management reports for tracking and measuring strategic recruiting metrics that include diversity recruiting and retention performance results.
10. Develop and evaluate tools that will significantly improve the accuracy of predicting strategic recruiting and diversity human capital acquisition requirements.
11. Implement proven strategies for building a "Best In Industry" strategic Recruiting function with a limited budget, and continuously sustain a competitive advantage in recruiting and retaining a diverse workforce.
12. Learn how to develop and implement all the above strategies and programs without utilizing an outside consulting firm, and avoid over \$1.2 million in consulting costs.

The above strategies and tools are not quick fix solutions; if developed, implemented and managed correctly your HR strategic recruiting function will make permanent changes that will significantly optimize your contribution to your company's bottom line well above your expectations.

Lastly, if you are confident that your current HR recruiting function is optimizing their contribution to your organization's bottom line, without sacrificing quality of hire, please disregard this article.