

RTM Consulting, LLC

***Rev Up Recruiting For
Just-in-Time ResourcingSM***

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Introduction

Are your recruiting methods keeping pace with rapidly changing needs in human capital management for today’s professional services?

Is your Recruiting Function...	Or, is it...
Evolving to participate as an integral part of the Just-in-Time Resourcing SM Process?	Still operating as a pure internal shared service?
A continuous process, maintaining a “warm pool” of prospective candidates?	Still operating in a start/stop/start/stop mode?
A true strategic partner within the company?	A function people dread dealing with?

As has been said many times in many publications, it bears repeating to say, in an ever increasing “knowledge economy,” a company’s human capital represents its biggest asset. Recruiting new and varied talent is critical to maintaining and refreshing a PS organization’s human capital. This article defines how you can make your recruiting function more effective by adapting to the changing needs for effective resource management. Depending on your situation, adaptation may look like business transformation. For more progressive recruiting organizations, perhaps this article will provide fresh ideas to fine tune your approach.

Right Person, Right Place, Right Time - As RTM Consulting has grown helping firms with more effective resource management, we have found that in too many companies recruiting functions are not adapting quickly enough to changing needs in the marketplace necessary to support Just-in-Time ResourcingSM needs. Traditional start/stop/start/stop processes are still predominant today. For instance I let recruiting know I need someone with a certain skill by a certain time frame, they initiate a search, screen some candidates, provide a short list of people to interview, and through some mutually agreed process select and hire a candidate. Job over. They say let us know when you need someone else. Sound familiar?

The New Recruiting Paradigm

Both the competitive landscape for recruiting talent and the overall environment in which recruiters operate has changed substantially over the past five years. Recruiters actively use many new channels for finding people, mostly enabled by new internet based tools, forums, social networks and other services. More active use of offshore, near-shore, and virtual sources of people have become commonplace as well. Unfortunately, what has not appeared to keep pace is how recruiting functions operate internally with the organizations they support, nor has the effectiveness of these operations improved appreciably.

While there are many aspects of the new recruiting paradigm, for purposes of the article I will focus on three elements which are fundamental to the new recruiting paradigm. The three elements include making recruiting an integral part of the resource management process, treating recruiting as a strategic function, and practicing 'warm pool recruiting'. Each of the three elements is described below in more detail:

1. Over the past couple of years, I have written many articles and talked to many companies about a new paradigm for managing resources, akin to how manufacturers learned to conduct Just-in-Time Manufacturing and deliver parts and labor in synchrony to produce the right product in the right place at the right time. For technology professional services providers, the [Just-in-Time ResourcingSM \(JITR\)](#) methodology enables delivery of the right person to the right place at the right moment in time consistently. JITR requires a holistic approach to Human Capital Management. The JITR process requires sales forecasting, human capital acquisition and retention, delivery staffing and project management all to operate as inter-related processes. Shared services and other x-functional operations become part of a JITR ecosystem aimed at highly effective and efficient resourcing as shown in Figure 1 below.

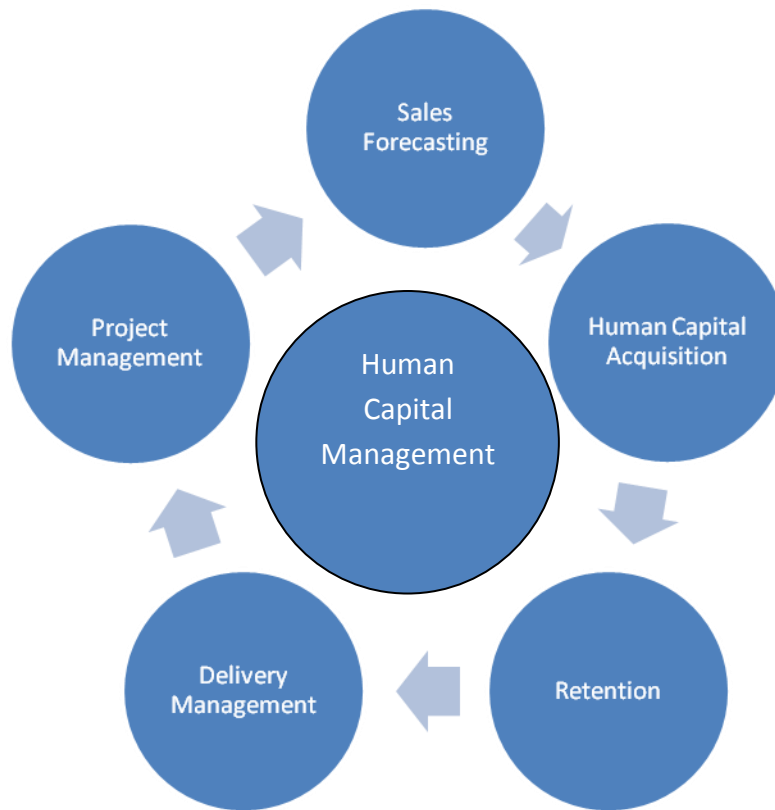


Figure 1

The new paradigm means ensuring recruiting activities work as a more integral part of the company's overall resource management processes, irrespective of whether or not the JITR process has been deployed.

2. Think of recruiting as a strategic function of the company. Most companies we deal with would define their recruiting function as an important, helpful shared service. Few tend to describe recruiting as strategic. That needs to change, and is changing. Since human capital is the primary investment and product of the PS operator, it reasonably follows that he/she who finds the best people in the most efficient way stands a better chance of winning in the marketplace. My exposure to many HR professionals has revealed that they in large part want to be part of a strategic function. Recruiting functions need to establish and maintain a clearly articulated strategy to include such things as (not a complete list):

- Data driven candidate targeting – develop data based profiles of the ideal candidate based on real role experiences. This takes some real effort but pays off quickly by using normally scarce recruiting resources more efficiently.
 - Sourcing channel mix by role – identify the best source(s) by role and implement the mix, refining the mix and approach as market conditions change
 - Employment branding – do we have a clearly articulated and differentiated employee branding strategy? People always have choices, and this is every company’s opportunity to sell their advantages as an employer.
3. In many of my past white papers and articles on global resource management, I introduced a concept I call ‘warm pool recruiting’. Essentially warm pool recruiting is a process via which you create a pool of the right candidates and keep ‘em warm for when you really need them. This is in clear contrast to what I would describe as a more traditional start/stop/start/stop recruiting methodology. While I would admit to meeting my fair share of naysayers on this subject, those that really try it, combining the right kind of employee branding with the right kind of messaging find it works quite effectively. Figure 2 depicts a typical warm pool recruiting cycle.

The main benefit of the warm pool recruiting method is its’ ability to deliver resources in concert with a JITR system. However, RTM Consulting has seen a number of additional benefits including reduced attrition and improved employee morale.

Warm Pool Recruiting

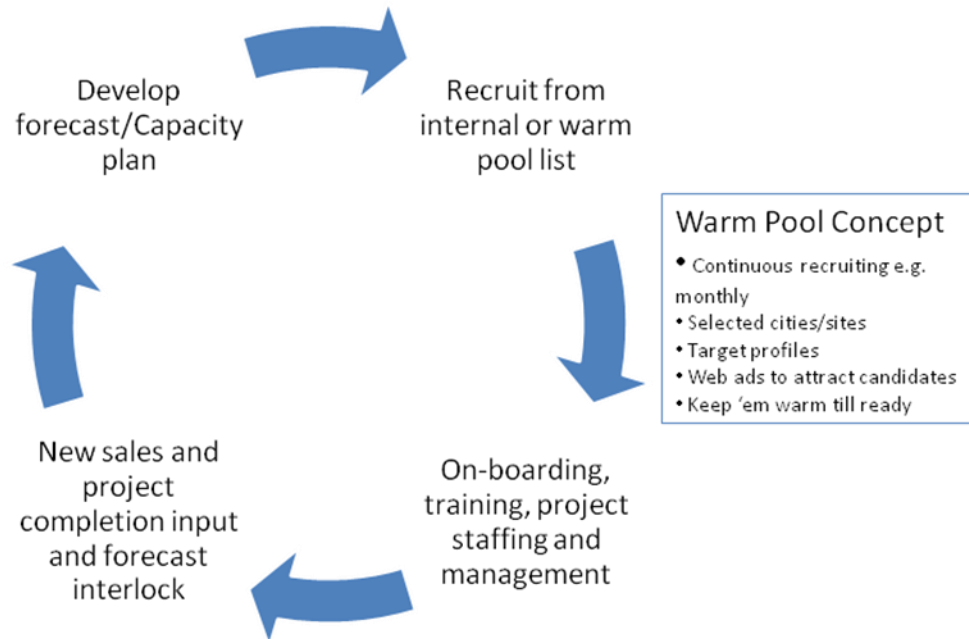


Figure 2

Transforming Your Approach to Recruiting

There are five key steps you will need to take to begin your recruiting transformation:

1. Strategy/Goal interlock – define the what, why, who, how, and when. Of particular importance is developing the strategy as a collaborative x-functional effort, with commonly accepted measures of what success looks like.
2. Process definition – document how the new process will work, what roles everyone plays, where the handoffs occur, how results will be communicated and issues resolved.
3. Communication – draft and publish a clear communication about all critical aspects of the process and expectations of everyone involved.
4. Forecasting – work with the sales and delivery teams to gain agreement to how resource needs will be estimated, who will be involved, communication

frequency, and how the interlock between recruiting and functions requesting the resources will occur.

5. Execution of sourcing, screening, selection, on-boarding – following the process definitions determined in step #2 above, the continuous process of recruiting is begun and process improvement also achieved on a continuous basis. Substantive investment of time on the part of the PS leadership is a necessary aspect of making the warm pool methodology work.

Lessons Learned

As PS operators begin the paradigm shift toward new and more effective methods, hopefully sharing some of what I have learned will be of value. The five most common inhibitors to more effective recruiting we observe are:

- 1) No real recruiting strategy exists – as mentioned earlier; the battleground in PS is finding the best people when and where you need them. Without a strategy you are proceeding with merely a set of disconnected tactics, a recipe for failure.
- 2) Lack of internal functional alignment – the various x-functional departments involved in human capital management must agree on the approach and the execution. When they don't, valuable cycles are expended on mutually unproductive efforts that fail to satisfy the need.
- 3) The company is not committed to a forecast process – without some well thought out and rolling estimate of resource needs, it is difficult to ever have resource supply and demand reach a state of balance.
- 4) Lack of a continuous recruiting process – avoiding the start/stop/start/stop process is essential to having a warm pool of candidates that can be drawn upon as needed.
- 5) Default to HR/Recruiting team accountability – in the end when the delivery team does not have the people they need, the entire x-functional team suffers. Everyone must take ownership of aspects of recruiting, and collaborate for the best result possible.

Closing

Human capital management is where most PS competitive battles will be won or lost over the long term. Recruiting is a strategic function for any PS operator and the most progressive recruiting professionals have or are adapting to a new paradigm for

acquiring strategic talent. What are you doing to differentiate your company through strategic recruiting, and does your process contribute to getting the right person in the right place at the right time?

About the Author

Randy Mysliviec leads RTM Consulting, providing high impact advisory services for technology companies' professional and consulting service businesses. RTM Consulting provides strategic and operational advice helping technology companies increase revenues, grow profits, and deliver best-in-class solutions by leveraging professional and consulting services more effectively. Acknowledged by industry sources as an expert in Global Resource Management (GRM) and author of the Just-in-Time ResourcingSM solution, Randy helps multi-national companies with the complex challenge of operating professional services teams serving the global market. RTM Consulting is a Certified Partner of TPSA and contributing member of PSVillage.

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