



TALENT ACQUISITION 2010

Although many companies are still picking their way through today's economic landscape, their leaders are assessing their current hiring practices and looking ahead to when they begin to grow again. You recently participated in an **MRINetwork** survey aimed at understanding the talent acquisition process with a view to improving our service to our clients. The following summary highlights the key survey findings, including some of the verbatim comments of the more than 200 participants:

Talent acquisition challenges

Most significant finding: The market is flooded with people, but 75% of the respondents still have difficulty finding the right candidates.

- Hiring managers want and need ongoing exposure to "A players."
- Too many positions are currently vacant.
- Finding local talent to avoid relocation has handcuffed many employers.

"Finding the right talented people is still our biggest challenge."

"Our goals continue to grow at a rapid pace making it extremely important that we identify, attract, and hire top talent. Those new hires must have an immediate impact. The days of waiting for an individual to become productive over two years are gone."

"We have too many positions open and not enough support to fill all of them in a timely manner."

"The market is flooded with people, which makes it harder to sort out the top talent."

"Lots of retirements are coming, and not a lot of people are ready. When the economy recovers, many employees will retire, but there's a small pool of leadership talent available – we have a big dilemma coming up."

"We need a constant pulse on talent in all geographic areas, and an ability to identify very specific talent when a true requisition is created."

"It's a real struggle to get candidates to relocate to rural areas, which means that we cannot always get the highly talented people we need."

ABOUT US

Founded in 1965, **MRINetwork** has grown into one of the largest and most successful recruitment organizations in the world. With a full range of Permanent Placement options ranging from Retained or Contingency Search to Contract Staffing and Large-scale Project Search solutions, **MRINetwork** gives you the flexibility you want at the pace you demand.

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Impact of challenges

Most significant finding: Overloaded employees become frustrated and can negatively impact culture and productivity.

- Retention is threatened.
- Hiring managers can't go above and beyond in building a strategic pipeline of candidates because they are so stretched.

"It is difficult for us to achieve the goals we have set for our company without talented people in place."

"I don't feel like I can go above and beyond on anything right now. I don't have time to build a strategic network of candidates for pipeline development."

"I am compensated based on the production of my region, so it directly impacts my income as well as my own job security."

Evaluation of current talent acquisition process

Most significant finding: 40% of the respondents see a need for improvement of the process.

- 50% say their process is acceptable.
- Only 10% believe they have an outstanding process in place.

"We are making do, but we aren't leading the way."

"We should have a more dedicated effort toward recruitment and keep on track. We lose people in the process."

"I would like to see more qualified candidates, but sometimes in rural America, you get what you get."

Desired changes to the talent acquisition process

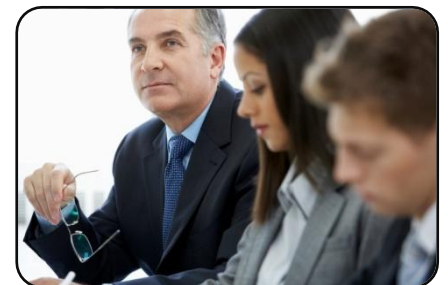
Most significant finding: Companies need to expand their external recruitment spend.

- HR people need more internal resources and manpower.
- Hiring managers want better vetting for improved prescreening and qualifying

"If we had unlimited funds we would hire recruiters more often. More realistically, we probably need to budget a certain amount each year based on turnover analysis."

"I wish we had better succession planning in place."

"I'm not sure – it always seems like a moving target."



Cost of a missed or wrong hire

Most significant finding: Most companies have no formula to understand the cost factors and impact on overall performance of a missed or wrong hire.

"We recognize that there are costs, not sure anyone puts an actual number on it."

"It's hard to put a number on it. We don't have a process to calculate."



Value that a professional recruitment firm can add to the talent acquisition process

Most significant finding: The majority want better qualifying upfront to provide greater knowledge of candidates and to uncover true issues and motivators.

- Hiring managers want to know about current top talent even when there is no open requisition.
- They would like to see less rigidity in the pricing and processes of recruitment firms.

“We are a small company, so recruiters play the role of finding, screening/qualifying candidates that we do not have the time or expertise to do on our own.”

“Recruiters can have a constant pulse on talent in all geographic areas, and an ability to identify very specific talent when a true requisition is created.”

“They do the leg work upfront and broach subjects with candidates that we can’t.”

“Get us qualified people from the get-go -- lower ramp-up time saves money. Get better job references -- not just the legal info, but the dirt on the candidates.”

Selection criteria for professional recruitment firms

Most significant finding: The quality of the candidates, especially in terms of industry-specific experience and knowledge, is of overriding importance.

- Professionalism, good communication and listening skills and ethical business practices are essential.
- Hiring managers avoid aggressive “type A” recruiters whom they feel often don’t reflect client interest.

“Industry experience and contacts, professionalism, follow-through, honesty and integrity are of prime importance.”

“We look for open communication, not being pushy but having good follow-up, not being afraid to hurt feelings or have feelings hurt, honesty and value.”

“Recruiters have to get a better understanding of the internal working of the company and play by the rules. They should always befriend the internal recruiters -- they really can be your best partner.”

Talent acquisition as a strategic area

Most significant finding: An overwhelming 99% view talent acquisition as one of the top five strategic areas required to maintain and enhance their company’s competitive advantage.

- The loss of key employees – especially those who interface with customers – is a real business threat.
- With the volatility in the market, creation of bench strength is imperative for protection.

“Without the right people in place, we spend a lot of time training, teaching, coaching, disciplining, hiring, and terminating. The right people make most of that go away, as well as increasing employee engagement and improving culture because the people fit well together.”

“Each search has to enhance our leadership and build on prior additions to create a strong leadership team that helps our business not only to compete in today’s market place but also to win. Hiring the right executive is too important to leave to chance.”

“Great companies are made up of great people.”

“Hiring top talent impacts the success of my region and my entire firm.”

