

Want to Achieve Your Maximum Performance Levels?

“Use Metrics for Advanced Diagnostics into your Recruiting Business”

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Running a recruiting desk or a recruiting firm can be very similar to running a Nascar or Formula One race against the top crew teams in the world. In order to race, no matter what venue, all have to make continuous diagnostic evaluations and constant adjustments to the vehicles based on the track conditions they are on, the weather, engine performance, wheel balance and many other factors in order to be able to win.

The race Crew Chief and engineers study everything and analyze the data thoroughly in order to put together a car that will be able to win that specific race, on that track, on that particular day. They utilize computerized diagnostic tools that can measure everything from air intake to fuel consumption to braking distance to horsepower needed on the straight-a-ways. Telemetry is a key factor in modern motor racing, allowing race engineers to interpret the vast amount of data collected during a test or race and use that to properly tune the car for optimum performance. It has even advanced to the point that engineers have the ability to update calibrations on the car in real time by deactivating engine sensors from the pits while the car is on the track. Immediate changes and enhancements in performance can be achieved, all based on a system that began with the tracking and evaluation of industry and performance data.

Recruiting is no different. In order to get individuals and firms operating at maximum performance levels, it is necessary to study the activity data and evaluate it based on accepted measurements. In Recruiting, these are known as metrics and just as telemetry is used in motor sports, metrics are used as a diagnostics tool in the same way. The two main areas of metrics that need to be evaluated for changes in recruiting performance are Quantity and Quality data. The Quantity data tells how well a recruiter or firm is doing with producing the volume of business necessary to be successful. This includes everything from Connect Time, the Number of Marketing Presentations, Job Orders, Recruiting Calls and the results that are associated with them. The Quality data is formulated in ratios and the ratios depict how well the job is being done. These ratios include Marketing Presentations to Job Orders, Quality Candidates to Placements, Job Orders to Placements and First-time Send outs to Placements and more. As in racing, recruiting is a science. It is based on a system of evaluating the metrics and the ability to make immediate adjustments in behavior or activities to impact performance instantaneously. (For more information on an in-depth study of the Metrics of Recruiting go to www.rpm-usa.com and read the White Paper, “Recruiting is a Science” located on the Library page)

The good news is that the Recruiting industry now has a new tool (RPM) that works exactly as telemetry does for the racing! RPM or Revenue Performance Management allows individuals and managers the ability to interpret the metrics data in an easy to use dashboard format. Key metrics can be tracked,

with critical areas diagnosed quickly and tweaked on the spot for optimum performance! Take some time to test drive the new RPM system at www.rpm-dashboard.com .

In the mean time however, there is something that can be done to help initially diagnose specific performance issues and evaluate for improvement. It starts with assessing Billings and Cash In numbers and works backwards through the metrics. To begin a high level diagnosis, take it one step at a time and look for key indicators in each area of metrics.

Billings and Cash In

A quick way to gauge whether you are on track or not, is to do a quick overview of your billing and cash in numbers. If you are operating at goal or above in your billings and cash in – congratulations! All is well. To stay there, focus on continually upgrading your job orders and insuring you are achieving your weekly goal in Send outs. If you are below your target however in billings and would like to grow faster or if you are working too hard for the money you are bringing in, the next step is to take a look at your placements.

Placements

If the number of placements are on track, but you are not hitting your desired billings, check the average fee. Look at what factors are affecting or decreasing your average fee. Are you working on lower than normal fees or lower paying positions? You can quickly ask for higher fees or move up the career ladder to higher positions. You can keep present relationships, but move higher and wider within the same organizations you are currently working in. Set a minimum fee and don't go below it. The word NO works wonders in the recruiting world when fee negotiating.

Next take a look at your offer to placement ratio. If your offer to placement ratio is higher than 1.1/1 there is a problem with either covering the counter offer, qualifying your candidates before the final interview or overcoming the objections before the final interview. All of which can be improved significantly with a few minor additions to your process. If the number of Placements are below goal, it is necessary to take a look at Send out metrics.

Send outs

If your send outs metrics is at goal, then take a close look at your First-time Send out /Placement ratio. If it is between 5/1 to 15/1 or more, changes need to be made. First of all, evaluate hiring time frame with clients that you are working with, do they have hiring time frames and processes that make sense? I have one client that has a one week hiring process and another that has an 8 week hiring process. The more I work on my shorter hiring process clients, the more money I make and the lower my send out to placement ratio is. It's that simple. Changes may mean consulting with the clients to get a more realistic hiring process in place and set expectations of candidate numbers. If they want to see more people and they like the three candidates that you have in process already, ask them this, "Is there anything stopping you from hiring one of my candidates in process?" If they do not have reasons not to hire those in process, then time is being wasted by continuing to interview other candidates. And

remember, time kills all deals. If Send outs are below goal, it is time to review the numbers of QC's(Quality Candidates) or recruited candidates.

Quality Candidates

Finding quality candidates that match a client's job specifications and requirements is the heart of what we do. To be successful, we better be darn good at it. Like driving the race car itself, this is a critical skill that must be there to navigate the fast track in the world of recruiting. If the goal for Quality Candidates is not being reached, it may be based on changes needed in recruiting calls or recruiting presentations.

Recruiting Calls

IF Candidate Recruiting Call presentations are at goal, but the Quality Candidate numbers are not on target, the most likely reason is that the presentation itself needs to be improved. It is important to work on selling the position with a good recruiting script that has a strong feature, achievement, benefit sale with lots of sizzle and insight. I suggest role playing with someone for suggestions. If candidates are not jazzed about the position you are recruiting for, change the script. Or another question to ask, is whether or not you are accurately assessing the candidate's skills versus what the client is looking for? It may take a follow up call with the hiring manager to really understand the position and the requirements in detail.

IF recruiting calls are low, it makes sense to look at how you are trying to reach candidates and the level of success with various methods. Today most candidates don't answer the phone. It is required that all technologies be used including email, cell phones, SMS, IM and any additional means available to make the connection and get the initial conversation? It is not enough to have just a conversation; you must also follow up the next day and at least two other times to be as persistent as you need to be. Assess your voice mail script too. Is it attention grabbing, time sensitive and full of insight? Your QC/SO ratio should be no worse than 1.5/1. If it is higher, take time to better understand the requirements of the position. If that is not the issue, then the next area of evaluation should be the quality and quantity of the job orders or search assignments.

Job Orders

The first step in this evaluation process is to take a look at the Job Order to Placement ratio and compare it to the Send out to Placement ratio. A high Job Order to Placement ratio isn't bad, if the Send out to Placement ratio is low. However, if both are high, then there is a problem with the quality of the Job Orders. To improve the quality it is a simple matter of taking a complete Job Order with no blanks in the form and being able to assess if the job order is good enough to work on? A very easy tool is available for this process specifically and I highly recommend using it if you are not currently doing so. (The Job Order Matrix developed by Bob Marshall can be found at www.rpmdashboard.com on the library page) Are you able to get money down on searches? Any type of engagement fee or exchange of money is an additional way to guarantee the seriousness and priority of the jobs you work on.

Remember to spend time on searches that you are guaranteed money if you find the right match. If Job Orders are not at target level, it is often due to ineffective marketing calls.

Marketing Calls

Both the quantity and quality of your Marketing calls is important to result in good job orders. Are a minimum of 5 marketing presentations per day being made with one becoming a Job Order? What is the quality of your marketing call and which technique is being used? There are several marketing approaches that can be used effectively based on the situation you encounter. For more insight on this topic, go to the Library page of www.rpm-usa.com and download a free white paper on effective Business Development. Another area to evaluate when it comes to marketing is whether you are talking to the right people within an organization? If the New Marketing Presentation to Job Order ratio is high, you may not be reaching the right person or perhaps there is an issue with the quality of your marketing script. Some good tips for making better marketing calls is to increase your skills in addressing objections and to make sure you have a strong value proposition filled with insight on why someone would do business with you. Does your marketing include a Feature/Benefit sell to prospective new clients? In taking the diagnostic process back one step further, if the New Marketing Presentation to Job Order ratio is low, it designates a quantity issue. More calls need to be made during the day to achieve the desired results.

Number of calls Made

One of the biggest problems that most recruiters have is trying to plan, research, market and recruit all at the same time. To increase the number of calls per day, simply take time at the end of the day (4:00pm) to plan for the next day. Schedule a specific time to do New Marketing Presentations, a time to do recruiting calls and a time to make hot calls and call backs. Planning will always be critical to your success. Failure to plan is planning to fail. Without achieving a solid and consistent number of calls per day, there is not a good chance you can win the race in the game of recruiting. A good number to shoot for is 50 marketing calls in the am and 50 recruiting calls in the afternoon. Of course, the better your skills at getting a hold of people, the less calls you will need to make.

Many individuals and offices track metrics and data religiously using various software programs and tools that are currently available. Managing by the metrics is not a difficult task, the challenge however lies in the ability to effectively evaluate and diagnose the problem areas consistently. The exciting news is that there is an advanced diagnostic tool that has been developed just for this purpose. RPM, Revenue Performance Management is to the Recruiting industry what telemetry is to the racing industry. It has been used privately in my office for over six years and has just been released for use by the entire recruiting and staffing community. The RPM Dashboard is a complete performance monitoring system that helps the recruiter and recruiting office set goals, calculate metrics, view critical performance data in a graphical and easy to use interactive format and pin point problem areas for immediate correction and improvement. The system also coordinates training and suggestions for changes specific to each metric and area of weakness. Visit www.rpmdashboard.com to learn more

about this amazing software that could put you or your office on the fast track to success! Ladies and Gentlemen, start your engines.

Jon Bartos is a premier writer, speaker and consultant on all aspects of human capital and achievement. As President and CEO of Jonathan Scott International, he has achieved industry-leading success. He is one of an elite group of executive recruiters who have billed over \$1 million annually. In a 10 year period from 1999 to 2009, he cashed in over \$10 million in personal production. Jon has established Jonathan Scott International as a top 10% executive search and contract staffing firm. The office has won over 17 international awards in the MRI Network, including International Billing Manager of the Year and Top 10 SC Office. Jon also competes nationally in Masters Track and Field and is a four time National Champion in the Pole Vault. To help recruiters reach their potential, Jon developed the RPM Dashboard, a total revenue performance management system for the recruiting industry that allows offices and individuals to set goals, get a series of weekly dashboard views of performance metrics and receive specific suggestions for immediate improvement of critical areas. www.rpmdashboard.com. If you or your organization is ready to take it to the next level, contact Jon at 513-701-5910 or jon@jonbartos.com.