



“TALENT ACQUISITION: 3 BASIC MODELS”

DESCRIPTION	DOING IT IN HOUSE	STAFFING/RECRUITING AGENCY	TRINITY MANAGEMENT SEARCH SERVICES
Responsible Person	<p>Except in large organizations with talent acquisition staff, the internal person (or persons) is typically someone who has:</p> <ul style="list-style-type: none"> • Other duties & responsibilities hamstringing giving her/his full attention to it • Experience & expertise may vary from low to limited & with some as high as advanced, but rarely if ever at the expert level • Knowledge of your organization & the position to a varying degree—in part depending on where your person is within your organization’s hierarchy 	<p>The qualifications may vary from company. In some instances, the recruiter may be anywhere from not as “good” as your internal person to somewhat better.</p> <ul style="list-style-type: none"> • It is extremely unlikely that the recruiter is close to having the expertise of a Search Consultant. • A large percent of recruiters have less than 5 years of recruiting experience--& even those with substantially more do not have the skills at the level needed to effectively conduct a management or executive level search. • The recruitment process does not place a high level of emphasis on gaining an understanding your organization (including its cultural). <ul style="list-style-type: none"> ⇒ Research clearly shows that more new hires in management & above positions fall because of lack of cultural fit than they do for lack of competency--& the higher the position, the greater the failure rate due to the cultural fit. 	<p>The Search Consultant with whom you will work is a specialist with highly developed competency in mining for talent, having gained her/his expertise through years of successfully conducting searches.</p> <p>The Consultant fully understands the importance spending time with key players of the client organization as the first step in the clearly defined & proven search process.</p> <p>⇒ Trinity’s Search Consultant’s average 15 years of working specifically on talent acquisition.</p>
Representation	<p>The assumption is that your organization’s assigned staff member will represent you in a highly professional and positive manner.</p>	<p>The manner in which they represent your company is almost always less professional & polished as a Search Consultant.</p>	<p>You are the client & the firm acts solely on your behalf, acting in effect as an extension of the organization.</p> <ul style="list-style-type: none"> • Trinity’s Search Consultants represent our clients with an extremely high degree of professionalism.

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<p>Understanding the Marketplace & Compensation, with Differentiating of Salary & Incentive Compensation</p>	<p>Except for large ones, organizations generally do not have market data related to the position. Yes, they may have (or at least should have) pay ranges, but unless they were developed based on the market & are updated those ranges may not reflect the current market.</p>	<p>The vast majority of recruiting companies are limited to what they've read or what they hear from candidates.</p>	<ul style="list-style-type: none"> • Trinity provides a broad range of HR consulting services, including compensation. As such, we purchase market data & can provide pay data (differentiating between base pay & variable pay) for the position—specifically by organization size & industry, as well as geographical area. • Large “search only” consulting firms are able to provide reliable market data. However, the top tier of these firms often will not hire on to conduct a search if the position has a targeted compensation under \$200,000.
<p>Candidate Sourcing</p>	<p>Posting on job opening websites (Zip Recruiter, et al) & hoping for qualified candidates to respond</p> <ul style="list-style-type: none"> • These postings reach only individuals who are actively seeking a job/new job • They do NOT reach candidates who are not in the job market & who often are the most desirable. <p>⇒ This not only shrinks the size of the candidate pool, but also the quality of the pool.</p>	<p>Many of these do postings on job boards & place ads on the same sites that employers do. They also receive unsolicited resumes from unemployed individuals looking for the company's help in securing a job & from employed persons looking for a better opportunity.</p> <ul style="list-style-type: none"> • They tap into the resumes they have on file—many of whom have not be screened. • Their focus is on getting resumes in front of you in hopes that you'll be interested in the person. <ul style="list-style-type: none"> ⇒ Rarely, if ever, do they wait to develop a slate of candidate for your comparison to one another in comparison to your requirements. • The business model for these companies leads to their having a volume orientation & getting paid, which is reflected in the workload carried by the recruiter. <ul style="list-style-type: none"> ⇒ This model drives all of their interactions (including creating a divided loyalty) & not necessarily in a way that is best for you. 	<p>The sourcing step in our process is laser focused on the client's requirements, including intangibles.</p> <p>Key Differentiations:</p> <ul style="list-style-type: none"> • Your Search Consultant identifies various multiple companies where it is likely that viable candidates are likely to be found, including any you specifically would like targeted—as well as any which for any number of reasons may be purposely avoided. • Our Consultants are seeking candidates who are not actively in the job market, as well as those who are. • Of course, they review potential candidates who Trinity has previously identified, screened & interviewed for prior searches. • Any of these who are viable will be contacted & re-screened based on your specific search's requirements.

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Selling the Company & Opportunity	If they oversell either, they set unrealistic expectations, & the candidate who becomes the employee may very well end up feeling disillusioned. If they undersell, some highly attractive candidates may choose to decline interest in their pursuing. ⇒ This can happen during the phone screen before decision makers are involved.	Given the basis for their being compensated, they: • Often oversell the company & the job ⇒ In great part because their process does not emphasize understanding your business, culture & other important determinants of what constitutes a great candidate. • Seek to sell you on “their” candidate—who may be a good one, but the best one for your organization.	Our Search Consultants are highly skilled at marketing the company & the opportunity (not just <i>the job</i>) in a favorable & realistic way. • They are confident of their capability to find candidates without overselling. • This approach produces a “win-win-win” result for the client, the hired candidate & us as your Search Consultant partner.
Candidate Screening & Evaluation	This is a critically important step & requires a degree of skill that is typically lacking, including how to: • Ask probing, in depth & follow-up questions • Conduct a behavioral interview • This is how a candidate’s resume (her/his “advertisement”) & reality is ascertained	Far too often, the recruiting company’s process lacks thoroughness—especially in comparison to a Search Consultant ⇒ Due to the comparative skill levels, as well as the recruiting company’s business model. Commonly, all you will receive is the resume & perhaps some generalized comments, such as “a really good candidate”.	Our process has several layers of screening & evaluation: 1) Phone screening 2) Live interview by the Consultant • A written profile of the candidate, which includes key information beyond what the resume contains.
Closing the Deal	A critical element is the negotiation of compensation. • Even if the negotiation is done well & the deal is closed, the negotiation may unknowingly leave a scar on the employee.	The recruiter’s goal is to close the deal. • The faster the better--regardless of the thoroughness of the process • For the highest possible pay amount—since that determines the fee it receives	Trinity works with you to develop the compensation package for your candidate of choice. It serves as a buffer between you & the client. We know how to get deals closed!
Cost	At first, you may think there is no cost to doing it in house. However, there are “hidden costs”, including: • Your staff’s time on the search takes them away from other activities. • Rarely will your Recruiting staff as effectively & efficiently as a Trinity Search Consultant	The cost is greater than doing it yourself & less than a Trinity Search Consultant. • It is common for the agency to have a fee equating to 15% to 25% of the new hires annual compensation.	Trinity’s search agreement have two fee options: 1) 25 % of the annual compensation 2) A fixed dollar amount • We do provide reduced fee for clients who have engaged us for or commit to multiple searches.

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The HR Godfather™

For more information about how Trinity’s team of consultants can help you find talent for your company (or with any other people-related matter):

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YOU HAVE HR QUESTIONS... TRINITY HAS ANSWERS