



# HRCA Newsletter



## SUMMER EDITION

Volume 3 Issue 4

June 06/Sep 06

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### Our Next Meeting...

#### HRCA Potluck Tennis Social

HRCA to provide supplies, sandwiches, salads, chips & dips, desserts and drinks. Please come out to participate in our first social of the HRCA fiscal

**When:** July 29th, 2006  
Noon till 5pm

**Where:** Cuesta Park  
Tennis Courts, 615 Cuesta  
Drive, Mountain View, CA

Please RSVP to Merrill Martin at:  
[merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) or  
[coachmemartin@aol.com](mailto:coachmemartin@aol.com)

## INTRODUCTION

By Nathan Sanders  
Secretary/Board Member, HRCA

Hello fellow HRCA Professionals of the Bay Area... This is our summer edition of the newsletter. We hope you are preparing to enjoy yourself this summer. We'd like to use this spot to personally thank the board members and everyone else that keeps HRCA moving forward. Don't forget that this is your organization and there is always an opportunity to help out or become a board member if you are interested? Also, for the 2006/2007 seasons we would really like to drive a big push for **membership** by recruiting new members to HRCA. Please contact: "Fara Chan" via email at: [fara@google.com](mailto:fara@google.com) with any new member leads.

## HRCA ELECTED BOARD MEMBERS 2006-2007

### Officers:

Merrill Martin, *President*, [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)  
Donald Eblen, *Vice President*, [Donaldeblen@gmail.com](mailto:Donaldeblen@gmail.com)  
Nathan Sanders, *Secretary*, [Nathan@bridgenex.com](mailto:Nathan@bridgenex.com)  
Beverly Jacke, *Treasurer*, [bjacke@synaptics.com](mailto:bjacke@synaptics.com)

### This is effective as of July 1, 2006

We are also starting the new fiscal year with the following Committees:

### Committees:

Terrie Rayl, Client Marketing & Website, [trayl@staffingsource.com](mailto:trayl@staffingsource.com)  
Nathan Sanders, Newsletter Editor & GTRN, [nathan@bridgenex.com](mailto:nathan@bridgenex.com)  
Merrill Martin, HRCA Holiday Party, [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com)  
Open, San Jose Mercury Career Fair/Career Builders/Job Fairs  
Fara Chan, Membership, [fara@google.com](mailto:fara@google.com)  
Open, HRCA Communications  
Courtney Brubaker, Job Postings & Job Leads Group [c2b@comcast.net](mailto:c2b@comcast.net)  
Open, Generalist

We are seeking volunteers for Job Fairs, HRCA Communications and Generalist Committees. Please contact me if you have interest in leading one of these committees.

Thank you very much to Don Eblen, Nathan Sanders, Beverly Jacke, Terrie Rayl, Regina Gupta, Fara Chan, Sue Polo, Courtney Brubaker and Haig White for your efforts in creating a very successful fiscal year, 2005-2006

Sincerely, Merrill Martin

President HRCA

## JOB LEADS MEETING UPDATE!!!

Our job leads group is to add value to our members.

This list is updated with new openings as they are received.

It provides us with one central point of finding all the contract recruiting/HR openings in the valley. I thank those who diligently send me job postings and ask all of you to email what you find at [c2b@comcast.net](mailto:c2b@comcast.net)

***We are no longer going to hold a standing job leads meeting on the first Tuesday of each month.*** Instead, if there are members who need help in their search contact me directly. I can give you the latest update. Please give me feedback on this as we go along through out the year.

Courtney Brubaker  
[c2b@comcast.net](mailto:c2b@comcast.net)

## ARTICLE #1: JUST-IN-TIME HIRING:

By Leadership Excellence via ProQuest  
Of HumanResources.com



MOST LEADERS expect hiring to be turned on and off like a light switch as needed. During growth, requisitions are opened once the need becomes urgent, which is usually too late, and more recruiters are hired immediately.

New recruiters with little company experience or culture knowledge quickly hire the next wave of talent. Staffing vendors are expected to ramp-up so fast that they can't properly evaluate candidates. And yet hiring top talent is vital to achieve growth with staying power. By

maintaining a quality of hire while building a solid employment brand, leaders can respond sharply to fast-changing talent acquisition demands.

The just-in-time hiring strategy is based on creating a scaleable pipeline that allows the flow of talent to ebb and flow, suitably matching demand. The most critical piece is the maintenance of a candidate network so that sufficient contacts within the prospective talent pool are kept warm and can be reached at the right time. To retain the interest of prospects, the talent-acquisition function needs to maintain strategic relations with company leadership, hiring managers, and the candidate network. By ably forecasting demand, a recruitment team can quickly engage an expectant pool of talent.

### Four Types of Talent

There are four types of talent. Aside from their suitability, they are separated by the time or energy they will invest in search of the new role. They can occur in anyone at different times, as people often shift from one type to another during recruitment.

\* Suspect. A lead, name and contact details of an individual for whom there is little background information but who is suspected to be a fit for the role and who may be recruited and interested in an opportunity.

\* Prospect. A lead who is contacted, shows promise that he or she will be a fit for the role, and is interested in exploring the opportunity.

\* Candidate. A prospect being considered by a hiring authority.

\* Applicant. A candidate who has completed all application activities as defined by the standard practices, or who meets the EEOC's definition of an applicant.

The recruiting time and effort greatly increases from one stage to the next. Suspects quickly turn away if, before being recruited, they learn of the time they need to invest in process. Prospects will invest some time in exploratory calls. Candidates will attend interviews but balk if confronted with paperwork. In contrast, applicants will jump through all the hoops-even when they have a slim chance of receiving a call-back.

Potential employees may enter this process at any point, or they may traverse through all four, but they must be treated differently at each stage. The most "passive" of applicants might begin as suspects or leads. They might

receive an initial call from a recruiter, and upon being actively recruited then became prospects.

If it isn't the right n't or the right time, leads should never become prospects. Smart recruiters treat them as resources who can supply referrals or be re-approached later. After some conversations, they may become candidates, attend interviews, and complete the application process. This is the most resource-intensive approach, since leads must be identified by a researcher, referred or obtained by a recruiter who follows up and sends material to convert prospects to candidates.

A prospective employee may apply directly and take full initiative as applicants. These "active" candidates eagerly apply, regardless if it is the right fit or at the right time.

Top talent may come from any part of this spectrum. Most untapped, high-quality talent is found where moderate effort is required on the part of the recruiting firm. This middle area is where the largest ROI of recruitment activities can be found.

#### The Talent Pool

Because there is no linear relationship between the size of the talent pool and the effort required to recruit talent, leaders need to define their talent landscape and identify points where recruitment should focus. Ideally, the size of the talent pool increases with the time, effort and money put into recruitment. In actuality, different portions of the talent pool require different recruitment activity, as measured in time, effort, and funds.

Increased cost is due to the diminishing initiative prospective candidates will take when "shopping" for jobs. So, organizations intent on hiring such talent need to invest more in identifying, contacting, and recruiting. The diminishing initiative can be due to the difficulty of contacting candidates, relocation issues, and competitors. Candidates who won't complete forms are the most difficult, expensive and time-consuming to engage, yet they are often of the highest quality.

Different workers have different ROI curves, depending on experience, education, location, and job function. And some job functions map differently at different times; so you need to regularly reevaluate the talent landscape and adjust your strategies.

Obtaining access to the largest talent pools can be expensive. If you wish to scale recruitment as needed based on just-in-time hiring requirements, you should not

blindly drive to maximize your talent pool at any cost for every role. Only multi-incumbent roles that will be filled regularly should be pipelined.

The filtering "funnel" is a useful metaphor when dealing with many applicants, but useless in a just-in-time model where there is a limited talent pool. The just-in-time funnel operates like a renewable hopper where people are brought in or come in on their own at different stages but can easily be moved around, put on hold, and brought back again later. The hopper or pipeline of candidates is constantly filled with suspects. As new suspects are identified, they are evaluated. If they have potential, contact is initiated. If they are interested, they enter the application process. If they are not, they may be put on hold, kept warm, and brought back later.

#### Scalability by Specialization

Suspect identification or lead generation is conducted by specialized recruiters and researchers. They identify potential talent and obtain contact details-information that is fed into a Contact Relationship Management (CRM) application and assigned to other specialized recruiters-"cold callers" or "closers"-who take the suspects or leads generated by researchers and evaluate them for specific roles, then initiate contact with those who fit to generate interest and sell the opportunity.

If there is no interest from either the prospect or caller, or the prospect is not a fit, callers then try to obtain leads from the prospect or choose to revisit the prospect later when there may be a fit. If candidates are interested, they are presented to the hiring authority and the evaluation begins. At this point, they are no longer applicants. They are in the hands of either HR or the hiring authority.

Ideally researchers are full-time employees, and callers are either vendors or contract labor. Then callers can be brought in to scale up recruitment while the researchers increase their output. Since the hopper should be constantly filled, callers just need to revisit contacts who have been kept warm, along with working new leads. One researcher should keep two to five callers busy.

Leads that go from suspect to prospect are screened by the callers, then sent to an account manager who presents them to the hiring managers or recruiters who move them into the hiring process, making them applicants and completing the just-in-time recruiting process. Some candidates may come back into the candidate stage because they are finalists from previous interviews-or they received an offer and declined it but

are reconsidering opportunities. Applicants may also apply directly and go straight to the business-aligned recruiters or hiring managers.

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Website: <http://www.HumanResources.com>

## QUOTE

"You must be the change you wish to see in the world."

--Mahatma Ghandi

## ARTICLE #2: THE STATE OF FREE AGENT NATION IN 2006

By John Rossheim  
Monster Senior Contributing Writer



What's the state of the free agent nation in 2006?

Solo professionals are thriving in many fields and growing overall as companies hesitate to hire full-timers en masse, instead selectively using the expertise of specialists who would rather profit from their own business acumen as hired guns than tie themselves to any one company as a traditional full-time worker.

"The causes of the free agent movement that I identified are stronger now than when I wrote [Free Agent Nation](#) in the late 1990s," says author Dan Pink. Among the factors continuing to motivate professionals to try free agency are distrust of large corporations, outsourcing, and the increasing availability and, in some cases, decreasing cost of enabling technologies such as broadband Internet, Pink says.

Along with the overall labor market, many independent professionals and wannabes were put to a tough test a few years ago. "During the early 2000s downturn, a lot of would-be free agents lost their nerve with the prospect of having real difficulty finding their next gig," says James Wright, co-owner of Bridge Technical Solutions, an information technology staffing firm that counts many independent contractors as clients.

### Free Agent Nation Is Building

Free agency has enjoyed a significant if not earth-shaking increase in the 2000s. Self-described independent contractors, after fluctuating between 8.2 million and 8.6 million between 1995 and 2001, jumped to 10.3 million in 2005, according to the [February 2005 Current Population Survey](#) by the Bureau of Labor Statistics (BLS).

Some of these millions, of course, are on involuntary leave from corporate employment. Their jobs have been outsourced, lost to younger and cheaper workers or otherwise restructured into oblivion, and they're seeing mixed results as they try to make a go of it on their own.

Perhaps surprisingly, men dominate the world of free agents. Only 35 percent of self-described independent contractors were women, according to the BLS survey. By contrast, women constituted 53 percent of the temp agency workforce.

### Barriers to Entry

It's always taken courage to attempt professional independence, and the practical barriers continue to evolve. The lack of company-paid benefits is an increasing burden for free agents. "Rising health insurance costs inhibit people from going out on their own," says Pink.

"Another barrier could be that Americans have a relatively low savings rate," Pink says. "People don't have the financial cushion; they can't afford three to six months with a low income" as they build a client base.

Legal disputes and legislative developments in some states can serve as a disincentive to companies

otherwise inclined to outsource some work to independent contractors. Some employers, gun-shy of the legal battles, may bring on employees in order to avoid possible legal liability, when they would have preferred to use independent contractors if not for the legal concerns.

### Opportunities in Marketing and Technology

Demand is strong for independent professionals in industries such as marketing and high tech.

"There are all these companies out there that need public relations," says Les Goldberg, media relations manager at D-Link Systems in Fountain Valley, California. Goldberg spent 21 years running his own boutique technology public relations firm. "Most of them don't have the budget for full-time PR staff."

In the information technology world, the supply of qualified workers is high due to earlier layoffs. So in some technical disciplines, "independents are willing to work for less," Goldberg says. As always, the money and the opportunities follow the hottest specialties.

"If you're a really sharp developer and knowledgeable about Sarbanes Oxley, for example, you can get job after job," says Wright. Companies are also looking hard for IT people who specialize in infrastructure and security, he adds.

### The Blurring Line

Now that many employers have torn up earlier promises of job security, fully paid health insurance and other perks of full-time employment, conventional employees and free agents resemble each other more and more, some observers say.

"The relationship between individuals and companies is fundamentally different than maybe even just 10 years ago," says Pink. "How that bargain is packaged is less important than the bargain itself."

**John Rossheim** is a Senior Contributing Writer for *Monster*. More information can be found at [www.monster.com](http://www.monster.com)

## ARTICLE #3: RECRUITING IS SALES: HOW TO BECOME A BETTER SALESPERSON TODAY

By Lou Adler  
Of The Adler Group



**It only takes six core selling principles to increase your recruiting productivity by 100%**

Before you begin reading this article, write down all of the reasons your candidates and hiring manager clients give you for not moving forward.

Here's my list. How does your own compare?

- Don't have time to talk.
- The job (or compensation package) isn't big enough.
- The hiring manager is a jerk.
- The candidate just wouldn't fit.
- I'm happy where I am.
- I don't want to relocate.
- I have just accepted another offer.
- I don't like the company (bad reputation, bad industry, bad prospects).

- The candidate isn't technically strong enough.
- The candidate (select from this list): doesn't have enough of the right experience; went to the wrong school; has weak interpersonal skills; lacks technical skills; is not strong enough; is not dynamic; is not a good leader, etc.

Each of these problems has been heard by every recruiter in every single company every single month for the past 30-plus years (this is as far back as I can personally attest). More importantly, each one can be addressed by learning good selling skills, which involve only six fundamental principles. Using them will not eliminate every problem 100% of the time, but you will be able to improve your personal performance by 25-100% by using these techniques. Collectively, you'll be able to reduce your interview-to-hire ratio, increase your offer acceptance rate, minimize the number of counteroffers accepted, and get more consensus from the hiring team.

### The Six Core Selling Principles Of Recruiting Top Talent

1. **Know the Job.** You must know the job to establish credibility and maintain control. Knowing the job allows you to become a partner with your hiring manager clients and a counselor for your candidates. The best salespeople in the world — whether they're selling vacuum cleaners, cars, software, or high technology — know their product lines and the benefits they provide their clients. If you don't know the product, you come across as being either superficial or overbearing. This is not how you recruit top talent.

Knowing the job means you can describe the challenges and growth opportunities in the job and how these relate to the company strategy. This also means you have time to confer with the hiring manager and hiring team to discuss what's important and what's not. The traditional job description is not the job. The job is what the person needs to do to be successful, not the list of skills the person is required to have. I refer to these types of objective-focused job descriptions as performance profiles. As you'll see below, converting the traditional job description into the real job is how you switch the decision-making criteria for both the hiring team and candidate into more objective and measurable criteria.

To become a top salesperson in any field requires great product knowledge. It's no different for recruiters who want to place top talent with top managers.

2. **Use Solution- Or Consultative-Selling Techniques.** There are two basic types of selling techniques: transactional and consultative. Transactional selling tends to involve goods and services that require little customization. Price and time to close are the keys to success here. Straight contingency recruiters fall within this model, especially if they are competing with other contingency firms.

Consultative or solution-selling is used when customization is required. This involves needs analysis, the development of product specs, and more interpersonal involvement with the salesperson and customer. Retained search is similar to this type of sales model. The likelihood of consistently finding good people using a transactional sales model is low, but with a consultative sales model, it's high.

Using a consultative sales approach, the recruiter needs to have more personal involvement with candidates and the hiring manager. As part of this, recruiters shouldn't look at success as closing the deal but in moving the process forward. They need to first find out what the person is capable of and interested in doing. Then, they need to move the process forward, using each step in the interviewing process as a means to exchange more and more information.

3. **Close Upon An Objection.** The key to solution-selling is the ability to overcome candidate and hiring manager concerns with a promise of getting the required information. For example, "If we could demonstrate that this job clearly offers 15-20% job stretch in combination with 5-10% long-term growth, would it make sense to spend a few hours meeting with the hiring manager and a few key members of the interviewing team?" This is a good rebuttal to use when the candidate balks about coming in for a personal interview. You'll need to find out what's holding the candidate back; if she says that the online job description doesn't look like a big enough position, say that the offer to come in is predicated on the fact that the job is in fact bigger than described. Of course, don't waste

your time here if the job isn't truly bigger. Alternatively, you can try to get the hiring manager to make the job bigger by adding a few important projects or by expanding the scope of responsibility.

4. **Persist — don't take "no" for an answer.**

When candidates say they are not interested or won't proceed, it's usually due to one of two reasons: either they don't want to talk to you, or they're using incorrect information to make a decision. The "don't take no" advice is based on the idea that you need to consider a "no" as a request for more information, not a "no" decision. If the recruiter accepts the "no" as real, he'll normally go into defensive mode or try to intimidate the candidate in some way.

It's far better to get the person to reconsider her position with the proviso of providing correct information. For example, if the candidate says she's not interested in meeting the hiring manager after you've conducted the phone screen, you'll need to quickly find out why. If she then says that she's heard bad things about the manager, you'll need to say something like, "That's exactly why you need to come in and evaluate the situation for yourself." When she asks why, just say that it's obvious she wouldn't even consider an offer if what she believes is true; however, this is inconsistent with what others say about this manager. Then use the close-up objection technique and ask, "If it were shown that the manager is really a strong mentor, would you consider coming in and determining this for yourself?"

Not taking "no" for an answer, in combination with the close-up objection technique, can keep many deals alive which would have normally died were it not for the recruiter's intervention.

5. **Switch the decision-making criteria.** When evaluating career opportunities, most candidates instinctively overvalue short-term tactical criteria (such as location, company name, title, and compensation) instead of the long-term strategic career factors (like job stretch, chance to make an impact, job growth, and visibility). On the evaluation side, most interviewers overvalue skills, presentation, the likeability factor, and one or two narrow competencies, instead of the candidate's ability and motivation to handle all of

the broad requirements of the job. To be a good recruiter, you need to change the criteria that candidates and interviewers use to make decisions.

Preparing a performance profile is the first step. This forces the interviewing team to focus on measurable criteria, rather than on vague subjective data. The performance profile also becomes the basis for establishing an opportunity gap for the candidate. This is the difference between the candidate's current job and the new position. You need job knowledge, solution-selling skills, persistence, and the ability to counter rebuttals to switch the decision methodology that both candidates and interviewers use from something superficial and flawed to something more meaningful and predictive.

6. **Defend your candidate.** By the very nature of the relationship, hiring managers have more influence in the hiring decision than the recruiter. Despite this, recruiters need to be able to counter bad decisions made by hiring managers due to weak assessment skills. Since recruiters don't outrank their clients nor can they outtalk them, recruiters can only do this by providing evidence of competency. Knowing the job is part of this.

During the interview, recruiters need to obtain detailed examples of past accomplishments that compare most directly to those listed in the performance profile. If there is a formal debriefing session, the recruiter can present these facts, dates, figures, details, and points when anyone on the interviewing team presents superficial, vague, narrow, or invalid information. If the recruiter can lead these debriefing sessions, all the better.

Being a successful recruiter is not about presenting a bunch of resumes with the hope that one sticks. It's about knowing the job, finding candidates who are fully capable of doing this work, and then closing the deal. Recruiting is a complex form of solution-selling made more difficult by the fact that both buyers and sellers have to be sold. However, by just using the techniques described above, you'll be able to handle nearly every objection you're likely to hear from your candidates or your clients. As far as I'm concerned, it takes great recruiters to hire great candidates, and it takes great selling skills to be a great recruiter.

**Lou Adler** ([lou@adlerconcepts.com](mailto:lou@adlerconcepts.com)) is the president of [The Adler Group](#), a training and consulting firm helping companies hire more top talent by implementing performance-based hiring. His Amazon bestseller *Hire With Your Head* (John Wiley & Sons, 1997, 2002) started the performance-based hiring and selection movement. This was followed-up with the award-winning *Nightingale Conant* audio tape program, *POWER Hiring: How to Find, Assess, Hire and Keep Great Talent* (1998). Adler is a veteran recruiter and founder of *CJA Executive Search*. His early industry career included general management positions with the *Allen Group*, as well as senior-level financial management positions with *Rockwell International's Automotive and Consumer Electronics groups*. Adler holds an MBA from UCLA and a B.S. in Engineering from Clarkson University, New York.

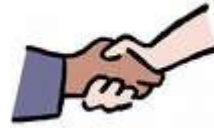
## QUOTE

"Practice is the best of all instructors."

--Publilius Syrus

## ARTICLE #4: BUILD YOUR NETWORK PROACTIVELY AND REAP THE BENEFITS

By: Jeremy Eskenazi



"Have your people call my people. We'll do sushi."

No, I don't mean relationships like the Hollywood kissy-kissy sushi gathering above. I mean real relationships.

It's a cliché, of course, to say that recruiting is all about relationships. But it's a cliché because it's true. Why? I've talked so often about your value as a staffing professional recruiter to the company you work for. This time I want to talk about your value to yourself, to the world at large. Because when it comes to that, for recruiters, it's all about relationships.

"Okay, but what does that mean, Jeremy?" What that means is that your success is dependent upon your ability to go out and connect with people to get information you need, to give information to others so you preserve your pipeline, and to deal with difficult situations when conflict arises.

Right now, in the world of staffing and recruiting, there's a lot of talk about technology, tools, the power of the Internet, blah, blah, blah. That's all well and good — I'll touch upon those tools later — but the point is they're tools, tools to get you to the most important thing: Talking and connecting with other people. So it's time to get back to basics in the world of recruiting, because in this world, there is one fact that is unalienable: Great recruiters, the ones who stand out and succeed, are great relationship-builders.

Here's the thing about building relationships: You can't wait for them to come to you. Just because you're a service provider either inside or outside an organization, that doesn't mean you should wait for the service to come to you. The best internal recruiters I have ever seen are the inquisitive, proactive ones, the ones who don't wait for the hiring managers to call but pick up the phone and talk to people running the various businesses to understand the issues, goals, and objectives of their divisions.

"How can we do that? We're too busy," you respond? Well it turns out that if you make time to do this, you actually save yourself time later on, because when the requisition does come in, you already understand many elements of the need.

As an example, I hired someone once whom I knew was a great recruiter but who had no experience in the business area she joined. She came in and made it her job to know that business on her own. She didn't wait for the requisition order; she sought out key people in operations to help her understand the business. She did a lot of this in her off hours. When she first started, she would do this two or three times a week. Soon, not only was she well prepared to be a business partner to the managers, she became respected. She went on "their turf" and made the division managers comfortable ahead of time. These are just the kinds of activities recruiters think they don't have time for. But if they don't make time, eventually they'll lose.

Whenever I talk about real relationships, not the kissy-kissy Hollywood ones, recruiters always fidget uncomfortably, because to deal with and develop relationships with any substance means to deal with conflict and difficult situations. Staffing professionals and recruiters hate this because, as we all know, recruiters like to be liked! By nature, recruiters are not set up for conflict and confrontation. But we must get over this and disarm the big green scary monster over the hill. You know what I'm talking about: bad relationships.

There are a couple of different types of bad relationships I'd like to address. The first are ones that we often times generate, in the form of candidates whom we need to sign off; the second are the ones that we must deal with: those who have a negative bias towards recruiting inside of an organization.

### **Maintaining Relationships With Candidates You Turn Down**

Regarding the former, there was some myth created by someone in the '70s (it had to be, because they were old school) that says never give bad news to a candidate and tell them they won't be going any further in a search. This had to have been created by a recruiter, because only a recruiter, in their desire to be liked, would avoid the off chance of conflict in this way (conflict, by the way, that only comes up perhaps 5% of the time — but just the chance of that is enough).

The truth is, while many recruiters indeed don't follow up and close the loop with unsuccessful candidates, this has the opposite effect of relationship building. It

alienates former prospects. What recruiters have to remember is that every time we talk to candidates, it holds the potential for a possible relationship in the future. Candidates don't go away, so it's vital that if they won't be going any further in a search, the recruiter must call them (not email or letter) to turn them down. All that needs to be said is that the hiring manager decided to pursue candidates he or she felt were more appropriate. If there is a specific skill set that's missing, that can be mentioned to.

Here's one of my favorite experiences: Once, I was hiring a vice president of human resources for a division of a large company I was with, and I had built a relationship with a candidate who interviewed and ultimately didn't get the job. Six months later, there was another opening, so I called him again. He came in, went through a fifteen interview process, and again, still didn't get the role. But each time, he appreciated my honest and direct feedback in following up as to why he didn't get the role. Still, he appreciated my candor.

Eventually, he moved on and got another job, and I moved on and did a variety of my own things as well. But we always kept in touch. So when I started my consulting business many years ago, I called him and he engaged me for a two-and-a-half year project, all because our relationship is based on how things were handled during his two unsuccessful attempts at joining my prior company.

### **Dealing With Bias Against Recruiting**

The other type of bad relationship is a little trickier: Dealing with those in your company who have a negative bias towards recruiting. This isn't a bad relationship really, because chances are you don't know them and they don't know you. This is simply a bad impression. But there is a way to turn this bad impression into a relationship tool and have it work to your benefit.

When I was at a technology company, there were some who hated recruiting and others who loved it. But there was one person in particular who was very talented as a technologist but a nasty screamer when it came to internal staffing. Since this was an important person in the company, my job was to disarm him. How did I do that? I involved him.

I put together an internal "advisory board," where I brought together those who hated us the most with those who loved us the most, and engaged them in a dialogue. I posed various questions to them, including: "What should we be doing to improve our standing? What

would you need to see that would enhance our credibility?" Eventually, the screamer stopped screaming long enough to give us his thoughts. We were already doing much of what was suggested, but that's not the point. Just by engaging him in dialogue, we now had him vested in the process. Eventually, he ended up helping us solve the problem. After that, he had some ownership in our staffing efforts and eventually became an evangelist.

Undoubtedly, the best relationships are the ones you foster that benefit you both and that can help you achieve your end goal of becoming a business partner in the business and increasing your own personal value substantially.

Here are some other tips and tools for fostering good relationships:

1. **It goes both ways!** Remember, always remember, that the networking game goes both ways. If you're looking for someone to help you build your network, you have to be able to give something up to do that. It could be proactively helping them, but more likely it could be as simple as following up with them on the people to whom they referred you or looking back with them to update them on the people they know. Follow up is the magical seed that sprouts in unexpected ways.
2. **Keep your relationship contacts fresh and active.** Use a technology tool, such as Outlook or ACT (essential in this day and age), that has a category area where you can detail how you know someone. You can integrate that with your other tools, such as Plaxo, that helps maintain your contact list.
3. **Leverage new social networking tools.** Social networks like [LinkedIn](#), [Spoke](#), [Ryze](#), and even [ERE](#) (remember though that ERE is just a bunch of recruiting folks; make sure you're networking both with recruiting as well as business leaders) can all help you understand who in your network is connected to others. If you're just starting, you can begin with people in your own organization.
4. **Keep in touch regularly with your key relationships.** If not by phone, then touch base by email. Have a tickler file to see how they're doing regularly.
5. **Use birthday reminders.** One of the most interesting ways to satisfy #4 above is the use of

a tool I once dismissed. Plaxo has a birthday tool where you input the birthdays of everyone you know and they automatically get a birthday email on their special day. It's a shockingly pleasant thing to get because it's so personal. I've had many people who've been wowed by that.

6. **Spend time with other recruiters in your network.** It doesn't have to be a formal event, such as your local recruiting association, the Employment Management Association, or of course the [ER Expo](#) conferences offered through ERE. While those events are wonderful, you don't have to wait for them; you can create your own. Form a roundtable!
7. **Engage with "them."** Lastly, engage with third-party, outside recruiters (see my recent article about [how to leverage third-party recruiters](#)). TPRs are well connected and can add value, but as with everything else, make sure you give for what you get, and you get for what you give.

At the end of the day, all the wonderful technological tools aside, it is all about relationships. And the key to great relationship building, as in most things in life, is to do it before you need it. Having relationships before you need to harvest them will enable you to stay one step ahead, always. In this day and age, that'll separate you from the rest, build your own personal value, and make you one of the best.

**Jeremy Eskenazi, SPHR**

*([jeremy@rivieraadvisors.com](mailto:jeremy@rivieraadvisors.com)), is managing principal of Riviera Advisors, Inc., a highly specialized consulting firm that is focused on helping clients improve, enhance, and optimize their internal staffing functions. Jeremy and his team have had many years of experience honing their experience as real recruiting and staffing leaders, not just as observers of the staffing function. Jeremy spent more than 18 years as an executive leading the global staffing functions of such organizations as Universal Studios, Amazon.com, and Idealab before forming Riviera Advisors in 2000. Uniquely, Jeremy draws on many years of mistakes and learning in real-life corporate staffing situations to share with his global corporate clients and the many participants in his speaking engagements*

## 2006 CALENDAR OF EVENTS

July 29th, 2006

### HRCA Tennis Social

HRCA to provide supplies, sandwiches, salads, chips & dips, desserts and drinks. Please come out to participate in our first social of the HRCA fiscal

**When:** Noon till 5PM

**Where:** Cuesta Park Tennis Courts,  
615 Cuesta Drive,  
Mountain View, CA

**To RSVP,** Contact Merrill Martin at: [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) or [coachmemartin@aol.com](mailto:coachmemartin@aol.com)

### Become More Active in HRCA

- **Join the HRCA Board of Directors.** It is a great way to meet dynamic, interesting HR professionals engaged in business and market issues and increase your profile in HRCA and the HR & Staffing community. For more information, please contact Merrill Martin, HRCA President, at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com); [coachmemartin@aol.com](mailto:coachmemartin@aol.com) 408.349.3248 or 650.207.0785
- **Submit articles to the HRCA newsletter.** If you've written something recently and would like to share it with other interested HR professionals, please contact Nathan Sanders, Newsletter Chair, at 408-914-8180 or [nathan@bridgenex.com](mailto:nathan@bridgenex.com).
- **Share ideas for future HRCA meetings.** If you have an HR, Staffing, Policy, or subject area you would like to learn more about, please contact: Merrill Martin, HRCA President, at [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com); [coachmemartin@aol.com](mailto:coachmemartin@aol.com) 408.349.3248 or 650.207.0785
- **Advertise in the HRCA newsletter.** Advertising in this newsletter is a great way to contact people in the HR Consulting community. For more information, please contact: Nathan Sanders, Newsletter Chair, at 408-914-8180 or [nathan@bridgenex.com](mailto:nathan@bridgenex.com).

## THANK YOU TO: ALL

HRCA would like to thank all those who help us make a successful 2005-2006. We appreciate your time and contributions.

## JOIN HRCA!

If you are a Human Resources professional with the knowledge, experience and desire to join and strengthen our association, we encourage you to become a member of the Human Resources Consultants Association. Just visit us online at: [www.hrca.com](http://www.hrca.com) and fill out the membership application form, you'll also find a regularly updated directory listing of all members. If you are not a member, we encourage you to complete the membership application form and submit the appropriate membership dues to:

HRCA Membership  
P.O. Box 1089  
San Leandro, California 94577-012

Membership Dues are currently \$150 for regular membership. HRCA membership year runs from September 1st to August 31st.

**For more information,** please visit our web site: [www.hrca.com](http://www.hrca.com) or contact "Fara Chan" at [fchan18@comcast.net](mailto:fchan18@comcast.net).

***DON'T FORGET ABOUT THE HRCA JOB BOARD***

**Login at:**

<http://hrca.com/jobs/cgi/database.cgi>

Are you a member but don't know the username and password?  
Contact: Courtney Brubaker at: 650-983-4311 or c2b@comcast.net

**Don't miss this one!**

## ***HRCA Potluck Tennis Social***

Where: Cuesta Park Tennis Courts, 615 Cuesta Drive, Mountain View, CA

When: Saturday, July, 29, 2006

Time: Noon-5PM

RSVP to: Merrill Martin [merrillm@yahoo-inc.com](mailto:merrillm@yahoo-inc.com) or [coachmemartin@aol.com](mailto:coachmemartin@aol.com)

HRCA to provide supplies, sandwiches, salads, chips & dips, desserts and drinks  
Please come out and participate in our first social of the HRCA fiscal