

## Do you *mis-manage* your staffing consulting firm?

### The results can be disastrous!

Companies hire staffing consultants because they do not have the resources, expertise, or time to identify, locate, recruit and qualify candidates for challenging, difficult to fill positions. Companies should focus on the *end result* when using a consultant. In staffing, the end result should be a successful long-term hire for the company. Companies should not mis-manage the staffing firm they choose to partner with, since an efficient and successful recruiting & hiring process from taking the search assignment to actually closing the deal, is what they are paying for.

#### Webster's Definition:

Consultant: "a person that delivers professional and expert advice"

**Gilbert Consulting Services Inc. (GCSI)** is a staffing consulting firm.

If you say **"yes"** to any of the following questions then GCSI has a better solution that is *guaranteed* to save you time, money and produce better hires:

Question?	Results & Recommendations
1. Do you assign several contingency search firms to simultaneously work on the same search?	<p>You have created the "race to the fax machine" for your search firms. They have to quickly submit the candidates before the other firms do. This results in poorly qualified and reference checked candidates that waste your valuable time. It also sets your firm up for expensive legal challenges by one or more of the search firms who have both submitted the same candidate. You may think by assigning several search firms you have increased the manpower on the search. In reality, you have less manpower because no firm will commit any resources to your search that since you have not made any commitment to them on.</p> <p><b>GCSI Recommendation: Assign one search firm to each of your searches and evaluate their performance. Weed out the non-performers and give your remaining searches to the best firms.</b></p>
2. Do you prevent the recruiter from speaking with the direct hiring manager for the position to be filled?	<p>You have prevented the recruiter from understanding the real needs of the hiring manager and replaced them with generic qualifications. This prevents matching the all so important "soft-skills" like personalities, work environments, candidate and company cultures, visions and attitudes. You end up with candidates that are "technically" a fit but are NOT long-term hires.</p> <p><b>GCSI Recommendation: A true search cannot be done without the recruiter talking with the Hiring Manager for 5-15 minutes. This communication breakdown is a huge red flag for any search firm, and is vital for success. This doesn't mean you are giving up control, but rather you are forming an effective partnership, which will enable you to achieve the results you, desire – quickly filling you most critical openings.</b></p>
	You have then weakened the entire hiring process before it even

<p>3. Do you prevent the recruiter from speaking to everyone that will participate in the hiring process?</p>	<p>starts. In many cases by speaking with all interviewers GCSI detects inconsistent position specifications. Positions remain open for long periods of time when the specifications have not been agreed upon before the interview process begins.</p> <p><b>GCSI Recommendation: GCSI gets everyone “on the same page” and to agree to the specifications up front. This saves an immense amount of time and money with a much more efficient hiring process and well-defined job specifications.</b></p>
<p>4. Do you delay debriefing the interviewers and provide untimely feedback to the recruiter (more than 24 hours after the interview)?</p>	<p>Your interview process drags on ad infinitum. Lack of timely employer feedback on the pros and cons of candidates stalls the hiring process in its tracks and additional qualified candidates cannot be sourced and submitted. The cost of the opening increases.</p> <p><b>GCSI Recommendation: A recent study showed that the cost of even a single engineering opening can be as much as \$50,000 per day, with critical management positions costing several times that amount. Take the time, (usually only 5 minutes if done properly) to debrief interviewers immediately after the interview and provide that critical information and feedback to your recruiter.</b></p>
<p>5. Do you have a poorly defined hiring process (one symptom is adding new interviewers to the process as you go)?</p>	<p>Your interview process drags on ad infinitum. Your process gives the impression to the candidate of disorganization and indecision. Poor hiring processes that drag on for several weeks or even months generally result in loss of the candidate to another opportunity, frustration or a counter-offer. Again the cost of the opening increases.</p> <p><b>GCSI Recommendation: A poorly defined hiring process is without question the most common problem companies face. The hiring process, all individual interviewers and job specifications must be clearly identified prior to beginning interviews. A Good hiring process generally should take two (2) weeks from start to finish with offer extension with 24 hours of the final interview.</b></p>
<p>6. Do you compare candidates to candidates (or candidates to the agreed upon Job Specifications)?</p>	<p>Your interview process drags on ad infinitum. You don't recognize the best talent when you see it. After comparing candidates to candidates you decide the first one (6 weeks ago) is the best. They are now gone. You start over, again. Cost of the opening increases.</p> <p><b>GCSI Recommendation: This begins with actually having written job specifications (including soft skills) identified in advance. They should encompass problems to be solved and identify challenges this person will face, as well as how their performance will be evaluated and compared to milestones for success.</b></p>
<p>7. Do you treat recruited candidates sourced by a recruiter the same way you treat unemployed ones</p>	<p>Recruited candidates must be “sold” on your opportunity for them to quit their current position and join your firm. Not handled with a cookie cutter and grilled in the interview process.</p> <p><b>GCSI Recommendation: GCSI provides value added training</b></p>

<p>responding to ads?</p>	<p><b>to our clients on how to interview properly. This includes behavior based interviewing techniques as well as shifting from the interview mode to the “sell” mode once you have identified the candidate you want. How to effectively sell your opportunity is also included in this training.</b></p>
<p>8. Won't make a commitment to a search firm by providing a small engagement fee (or at least exclusivity on the search)?</p>	<p>Then the search firm makes no commitment to you. Sure, many firms will leave you with the impression that they are “working on it”. Result, after your initial phone call with the recruiter you never hear back from them. None of the firms <u>you think</u> you have on it are actually working on it, and the position goes unfilled.</p> <p><b>GCSI Recommendation: Do your homework. Select a Search Firm not by fee alone but consider partnering with a firm that:</b></p> <ol style="list-style-type: none"> <li>1. <b>Specializes in your industry.</b></li> <li>2. <b>Has a track record of success, honesty and ethics.</b></li> <li>3. <b>Offers a full menu of services that can be your sole source “one-stop-shop” for all of your staffing needs.</b></li> </ol> <p><b>The old adage “you get what you pay for” holds true in the search business too. GCSI will match your commitment. (See how to select a search firm on home page)</b></p>
<p>9. Do you insist that the search firm provides you with the recruited candidates resume before you agree to interview them so you can “screen them”?</p>	<p>You are employed. Do you have a current and completely up to date resume? No you don't. Neither do most recruited candidates. Won't consider them without a resume up front? Congratulations. You have just screened out most likely the best talent you won't see.</p> <p><b>GCSI Recommendation: GCSI Recruits top talent! We don't just send you resumes from a resume board and hope. Yes that's right, the best talent is happily employed, successful and not reading your “help-wanted” ads. They usually don't have an updated resume. GCSI interviews each and every one of these candidates and qualifies them to your exact specifications we agreed on upfront. GCSI has already screened and reference checked them before we bring them to your attention. The resume usually contains less than 20% of what GCSI knows about our candidates. Letting GCSI do the screening for you saves you both time and money.</b></p>
<p>10. Won't let the recruiter review your offer or deliver it to the candidate and close the deal?</p>	<p>You formulate the wrong offer and insult the candidate. You loose the candidate (probably to a competitor) and settle for your second or third choice or worse, you start over. If you are fortunate enough to produce a better second offer, I promise you it will cost more the second time than if you formulated the right offer the first time.</p> <p><b>GCSI Recommendation: GCSI closes deals! We're experts at it. It's a tremendous value added service that GCSI provides which you can't get from the low-end resume mills. It's our goal to formulate the right offer the first time. GCSI guarantees we will get you a firm decision within 24 hours of us extending your offer to any candidate.</b></p>
	<p>You have successfully made a very bad first impression of your</p>

<p>11. Do you realize that your interview process is a perspective employee's first impression and observation of how efficiently your company operates?</p>	<p>procedures, decision-making abilities and company's mode of operation. You have lost a valuable candidate.</p> <p><b>GCSI Recommendation: Let GCSI consult with you to put in place improved and a more efficient interview and hiring process. No extra charge! These value added services are free for our clients we partner with. Why free? Because if GCSI helps you achieve your goals, we are successful also. That's why it's a long-term partnership.</b></p>
<p>12. Do you insist the search firm signs your fee agreement which is jammed full of unfavorable terms and low fees?</p>	<p>You end up working with the bottom 10% of the search firms as your chosen staffing consultants. Only the firms that are fighting to survive would agree to such unfavorable terms. Those "desperate" firms will drop your recruiting assignment as soon as a bigger fee or easier search comes along. Since all recruiting firms classify companies as either clients or recruiting sources, you end up as a recruiting source for the best recruiting firms.</p> <p><b>GCSI Recommendation: The old adage "you get what you pay for" certainly holds true in the recruiting industry. There is always someone that says they will do it cheaper. If your position is really critical enough to use a search firm, then use the best firm available, not the cheapest. In the long run your costs will be less by filling the position faster with the best person available.</b></p>
<p><b>Did we mention .....</b></p>	<p><b>GCSI places all positions including Human Resources?</b></p>