

"Relationships Built on Success"

Nor-Cal Contact Centers Association Recruitment & Retention

Presentation by Myla Ramos, SearchPros Staffing

Our guiding principle

"Relationships Built on Success"

is the foundation of our hiring practice!



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Agenda

A. Recruitment & Retention

Cost of Turnover to companies

Calculation of Costs and affects of Turnover

Recruiting Sources

Traditional Sources

Non Obvious Sources

Direct Recruiting

Retention

The overlap with Recruitment

B. How to use Vendors (i.e. SearchPros) for Recruitment & Retention

Selection Process

Relationships



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WOODROW WILSON

**“If you want to make enemies,
try to change something.”**



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Change

Recruitment = is a “changing of the guards”

A new person is being identified to be a part of the group.

Retention = away to avoid change! To keep what is in place.



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Why change?

Assessment



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Calculate Cost of Turnover

Employee Cost

Annual Base Salary	\$ 35,000
Benefits Cost (20-30% of salary)	\$ 8,000
Monthly Salary + Benefits	\$ 3,548
Daily Salary + Benefits (235 working days)	\$ 183.00

Loss of Productivity from Other Employees

Filling in for Vacant Position

Daily Cost of "Covering" Position	\$183.00
# of Days Position Vacant	15 days

Advertisement

SacBee (7 days posting)	\$75.00
Internet (Monster or Hot Jobs)	\$400.00
Craig's List	\$ 25.00

Cost To Hire

HR or Hiring Manager Salary	\$ 50,000
Hourly Rate	\$182.00
Resume Screening (Hours)	10 hours
Interviews (Hours)	3 hours
New Hire Preparation (Hours)	2 hours
Exit Interview and paperwork (Hours)	1 hour

Training Cost

Trainer or Manager Salary	\$ 40,000
Daily Rate	\$170.00
# of Days for Training	30 days

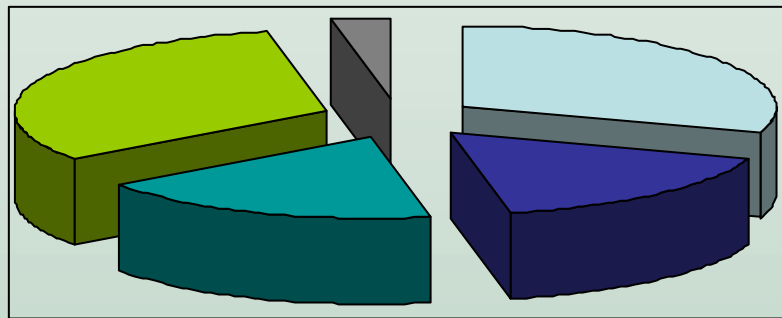
Days to Productivity

Daily Salary + Benefits	\$183.00
# days to 50% efficiency	30 days
# days to 75% then 100% efficiency	45 days



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Cost of Turnover



- Days to Productivity
- Loss of Productivity
- Cost to Hire
- Training
- Advertisement

Approximate Cost for Position \$16k

**46% of Salary and there is no Guarantee
that they will stay long term!**



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Additional costs – difficult to calculate

- Team Morale Effects
- Loss of knowledge, skills and contacts
- Unemployment insurance premiums as well as preparation for unemployment hearings or claims
- Potential loss of customers
- Mistakes a new employee inevitably makes during training period
- Reduced productivity by manager or supervisor because they are handling new hire
- Cost of processing computer, ID cards, payroll and internal and external information



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Where to recruit?



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Traditional Recruiting Sources

- Referrals
- Advertising in general and industry printed publications
- Internet – Job Boards
- Tradeshows
- Job Fairs
- Community Involvement
- Employment Development Department
- Professional Organizations
- University and Vocational School Alliances



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Use Your Resources

Monster offers 2 types

Live Training

- Power Recruiter Workshops: Maximize your Monster investment by attending a Power Recruiter Workshop.
- Individualized Training Programs: Monster's highly qualified Professional Recruiters can design and deliver a customized training for your company.

Quick Guides

[Resume Search](#)

[Job Postings](#)

TargetReach Job Postings

[Creating and Posting a Job](#)

[Creating Screening Questionnaires](#)

[Using One-Click Ad Writer](#)

[Using Custom Ad Writer](#)

[Managing Postings](#)

[Using Interview Plan Builder](#)

[Creating and Managing Letters](#)

SmartFind Resume Search

[SmartFind Overview](#)

[Successful SmartFind Searching](#)

[Boolean Logic](#)

[Saving Searches](#)

[Setting SmartFind Settings](#)

Managing Candidates

[Managing Candidates](#)

[Resume Actions](#)

Best Practices

[Job Postings](#)

[Screening Questionnaires](#)



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Use Your Resources Career Builder

Join with industry experts and discuss current issues to better run your business in our Interactive Webinars.

- Legislation Affecting the Staffing Industry - Thursday, March 13, 2008 - 12:00 p.m. EST
- College Hiring Best Practices - March 25, 2008 - 12:00pm EST

onDemand Webinars

- **Did you miss a webinar? Review some of our most recent webinars at any time that is convenient for you.**
- International Hiring - February 26, 2008 - 12:00PM EST
- Small Business Series: Advertising your Open Position - March 4, 2008 - 12:00pm EST
- Interviewing Techniques - January 15, 2008 - 12:00pm EST
- Power of Online Advertising - February 13, 2008 - 12:00pm EST
- Internet Trends - December 11, 2007 - 12:00pm EST



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Non Traditional Recruiting Sources

- Market – you need to market your company like you market the company product.
- Hire for Attitude – Train the skills
- Networking
- Internet (i.e. myspace, facebook, see next slide)



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Internet Recruiting

4Jobs.com
American Preferred
AmericasJobSource.com
Bakos Group
Beyond.com
Career Exposure
Career Shop
CareerJournal.com
ChiliJobs.com
EmployerIndex.com
FillThatJob
FreshJobs.com
HireAbility.com
HireNet
Horizon Career
HotResumes.com
Job Bank USA
Job.com
JobAnimal.com
JobCentral.com
JobGuru.com

Jobing
JobsExcite
Jobvertise
JobWarehouse
Kakoon.com
MegaJobSites.com
MyCareer.com
MyCareerSpace
NationalJobBank
Prohire.com
QuintCareers.com
Resumes2Work
SearchEase.com
SmartHunt
TalentSpider
The Talent Bank
Thingamajob.com
TigerJobs
USJobNetwork.com
VidRez.com



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Most Effective Recruiting Tool

RETENTION



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2 Retention Key Strategies

1. Do not wait until turnover costs become unacceptably high before implementing an ongoing retention program. You not only need to find out why employees leave your organization you must find out why they stay!
2. Survey your top performers now in order to find out what keeps them there, why they might leave, what competitive offers they may find attractive, and what they need to be happier and more productive in their jobs.



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Why do retention efforts fail?

1. No assessment, so ineffective solutions are chosen. Diagnosing the reasons behind turnover always pays for itself. Don't start without an assessment!
2. Implementing too many solutions instead of the most effective solutions. Managers often brainstorm on a number of plausible solutions, then implement too many of them –
3. No way of measuring success to know what works. How do you know which retention solutions are effective and which are not?



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How do we do a better job of retaining employees?

1. Rank your employees in 3 categories: Best, middle, and lowest performers – objective is to retain your best performers, develop your middle performers and potentially replace your lowest performers.
2. Agree internally on the measures you will use to calculate cost. Do an assessment and find out who is leaving and why?
3. Develop solutions capable of solving the problems you uncover and implement a limited number of them.
4. Measure the success of your retention efforts and refine them.



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This means driving improvement in your organization by what your best people tell you, instead of focusing on taking care of ever present complainers in every organization.



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Retention = The Hard Part

- Recognition – When something is done well, ANYONE loves being recognized
- Listen – take a group of employees out to lunch once a month to get the pulse of the company and feedback
- Money – pay for a job well done, but if someone goes above and beyond tell them you are rewarding for great behavior.
- Benefits – communicate to employees ALL the benefits of the firm and itemize it so they are aware.
- Hire the Right People – Your great employees know RIGHT AWAY when someone is not working out, in most cases sooner than you. If you keep employees that are not good for the firm you only discredit your organization and your authority.



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Good Recruitment = Good Retention

- Companies that put more time and effort into the selection process generally reap the results!
- Retention process starts on the 1st recruiting call to a potential employee.



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Retention Overview

**Utilizing all available
Resources to identify
Best Available Talent**

**Assessment and Screening
To identify and maintain
Best Performers**

**On-going
Relevant retention
environment to maintain team.**



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How/Why to use vendors?

such as Staffing Agencies for
Recruitment and Retention



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Staffing Agencies

Recent Article from the Wall Street Journal

- 90% of all businesses have utilized Staffing Agencies
- \$77 Billion Industry



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Cost

- Minimum cost of 45% of annual salary to replace an employee through traditional sources – Pay agencies a range of 20% - 30% and let them do the work and get a guarantee.
- Temp employees – get a “trial run” see if the employee really fits and can perform in the position. Avoids the hiring and training costs of the “wrong” employee.



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Flexibility

- Agencies allow you to choose when, where, how and what you need for the candidate.
- If it does not work out – one phone call and very little “drama”
- Allow you to staff appropriately for Low & Peak seasons without long term commitments.



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Bridge

- ASA claims 80% of company's Agencies offer a good way to find people who can become permanent employees
- Agencies can provide employees to bridge the work load while a thorough hiring process is completed



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Choice

- Agencies have a much wider resource of candidates to choose from
- They have processes and methodologies that should be provable
- Significant experience in the subject matter



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Screening

- Almost all agencies have some type of testing or training in software and critical skills
- Tenured recruiters have more experience in the screening process of candidates



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How to select a
Vendor/Agency?



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How to make a decision

- Make an assessment of what you need.
- Determine costs or budget constraints
- Interview your recruiter – look for a partner in your endeavor instead of a vendor



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Selecting your Agency

- What do they use for Recruiting Sources
Traditional vs. Non-Traditional sources
- What is turnover in their organization
 - How long have they been with their Agency?
 - Why are they with them?
 - What would they consider the biggest drawback with their firm?



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Selecting your Agency

- Ask for the resume of your contact team
 - Looking for commitment to projects
 - Ability to deliver
- What is Methodology if any in screening
 - Are they just “selling” their service
 - Process in place to support their “pitch”
- Ask for references - 10 or more!
 - They are recruiting for at least that many people



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Looking for a
“Relationship that can build success”
In Recruitment and Retention.



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Presentation by Myla Ramos

SearchPros Staffing

Our guiding principle

"Relationships Built on Success"

is the foundation of our hiring practice!

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