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# Developing A Recruiting Strategy

What It Really Takes to Attract Top Talent



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**All organizations want to hire the most talented individuals to join their team. The quality of candidates is directly correlated to the recruiting process organizations implement to attract the top performers in the market.**

Ask any business about their most common and costly challenges, and you will more than likely find recruiting and retaining talent as top of the list. According to the Bureau of Labor Statistics, the U.S. unemployment rate fell to 4.3% in July of 2017 from a 4.9% the year before.

As the unemployment rate continues to decrease, the power in the job market shifts from the hiring leaders to the candidates.



## Hiring in a Candidate's Market

In a candidate's market, hiring professionals need to work more strategically to secure essential talent. High demand for critical and specific skills, paired with extensive interviewing processes, allows candidates to be more selective about the roles they entertain. In order to overcome this hurdle, senior leadership teams should develop and implement creative ways to appeal to their candidates.

You will not find quality candidates solely by posting and coasting. If you are responsible for posting open positions, this article will also discuss **how to create effective and motivating job profiles** that will gain interest from candidates and stand apart from competitors; however, this method should not be the first line of your recruiting strategy.

**The best way to understand how to effectively promote your organization is to view it from a candidate's perspective.**

### What's Your EVP?

Creating your **"Employee Value Proposition"** is essential to understanding the value you bring to current employees, potential candidates and outlines your competitive advantage. Begin by evaluating what makes your organization unique.

- » Why do employees stay with your organization?
- » Ask tenured employees what they enjoy most about your organization and send out an anonymous employee survey to gain honest feedback.
- » What is it about your company culture that differentiates you from the competition?
- » Do candidates understand the vision of the company and how they fit into it?

### Remain Competitive

It is vital to remain competitive if you wish to secure the passive candidates in the market. Ask yourself, **"Why would a candidate want to work here?"** If your answer focuses solely on compensation or benefits, ask yourself, **"Are the benefits and compensation offered drastically different than our competitors?"** If not, you can bet the top talent will pass on joining your team. To hire the best, you need to convert standard jobs into career opportunities.

### Ask Yourself the Following Questions:

- » Why would a top candidate want this job?
- » What are the growth opportunities?
- » What will this person learn, do, achieve?
- » What sets this company, and position, apart?



*Emphasize Opportunities,  
Minimize Requirements.*

## The 30% Rule

When focusing on passive candidates in a candidate driven market, consider the 30% rule. The top candidates in the market are looking for a 30% increase before they show genuine interest in open positions.

### This 30% Increase is Comprised of 5 Key Areas

1. Job Stretch
2. Job Growth
3. Job Satisfaction
4. Total Rewards
5. Eliminating the Negatives

### Job Stretch

Candidates are looking for an increase in responsibility; more learning more impact. Will they be able to grow in the areas which motivate them the most?

### Job Growth

This means the candidate is immersing themselves into an environment which will enable them to continue to grow at a rapid rate. Job stretch and job growth should represent 20% of the 30% solution.

When candidates understand the vision of the company, and can clearly identify where the growth opportunities are, then they are more open to a conversation regarding your positions.

### Job Satisfaction

The candidate sees a significant difference in the work offered by the new opportunity. They find the new job duties are more intrinsically motivating than what their current role offers.

### Total Rewards

Total rewards still plays a major role in the hiring process. Rewards include: bonuses, compensation, long-term incentives and the overall benefit package. While compensation is not always the deciding factor, candidates still take this area into consideration when comparing it to other opportunities in the market.



## Ask the Question

When presenting an opportunity to a candidate, it is essential to understand their current situation and career motivations, so the conversations need to go deeper than the surface level. To present an opportunity with passion and direction, you need to eliminate the negatives the candidate is currently experiencing in their company and role. By doing so, you will gain a genuine understanding of the candidate's goals, motivations and what they want to gain from working at your organization.

Most organizations post jobs on their websites, social media, and other outlets in hopes of landing the perfect candidate. Take a look at your job description and more than likely you will discover it is a "Person Description" and not a job description at all.

Eliminate the "Person Description" and **create a high quality Performance Profile** to grab the attention of passive candidates.

## Eliminating the "Person Description"

Read any job description on the internet today, and you will find 90% or more focus on the skills required, not what the individual is expected to accomplish in the role itself. It is what a person does with what they have that determines success. Simply stating "must have strong communication skills" does not articulate why they need communication skills. Convert "having" to "doing" to understand what the individual is expected to do with the skills you have outlined as required.

### Define Your Objectives for the Position

In order to successfully develop a Performance Profile versus a “Person Description,” you need to define the top 5-8 objectives for the open position.

- » What does this person need to accomplish?
- » What are the key initiatives they will lead or be part of?
- » What resources does this person need in order to be successful?
- » What is the first priority this person needs to address?
- » What is the biggest challenge this person will face?
- » What do top performers do differently?
- » Define problems or improvements needed
- » Describe the culture/environment
- » Describe strategic plans or creative issues

### Creating A Performance Profile

By creating a Performance Profile you will discover what type of person you actually need to hire for the role versus hiring someone on the skills solely outlined on their resume. Just because someone has a skill listed, does not mean it will be transferable to what you need the individual to accomplish.

It is important to keep an open-mind when hiring. When hiring managers and leaders solely focus on requirements, they are shrinking and eliminating top candidates right from the start of their sourcing process. Again, **focus on opportunities and minimize requirements.**

As an example, you will see years of experience required on almost every job description, but why? What is the purpose of requiring a designated amount of years of experience? Does someone with 10 years of experience make them more qualified than someone with 7? Why does this role need to be filled by a person with 10 years under their belts? What do you expect someone with 10 years of experience to have learned? Achieved? If someone with 7 years of experience has achieved everything you expected and wanted from the candidate with 10 years of experience, you instantly eliminated every chance of sourcing and connecting with the candidate who had 7 years of experience.

## Conclusion

It is a candidate's market, and you need to be creative with the ways you recruit. Simply posting and coasting will not land you the top candidates in the market, because top candidates aren't actively looking.

The top performers have a special skill set, which is desired by many, so you have to actively go out and network and draw them to your company's culture.

## Remember These Key Strategies

- » Develop and implement a creative recruiting strategy.
- » Create your "EVP" to understand why top performers would want to work for you.
- » Remember the 30% rule - present opportunities to candidates in a motivating way.
- » Eliminate the "Person Description" and write a Performance Profile.

## About Overture

The Overture Group finds the right people for your organization so you can keep moving— and pick up speed. As one of the Midwest's premier search and compensation consulting firms, we tap into a vast network of professionals and executives to find your fit. With expertise in every element of the hiring process, we can guide you from pre-search preparation to post-placement onboarding. We'll find you people so perfect, you won't be able to imagine how you ever got along without them.

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