

## Attracting Top Performance in a Competitive Market for Talent

In August, 2015 Gary Miller, President of Miller Resource Group shared his 38 years of industry recruiting experience with MCAA members via a webinar. His focus was attracting top performers in a competitive market for talent. During his discussion he posed a question to the audience, "Does your company have a recruiting strategy"? He noted that companies spend weeks on budgeting and hours in staff meeting but few allocate time to plan for the most important asset...PEOPLE!

Recent US Government reports show the current unemployment rate at 5.3%. In the professional sector one can assume about 2 points lower or 3%—nearly full employment. This, in addition to the retirement of baby boomers—who take with them 40 years of knowledge each—prove that now is the time to strategize about how you are going to attract new talent to your organization.

When developing this strategy, Gary suggests that you think about what will draw a potential candidate to your organization. Is it your company legacy, vision or products? Is it the culture and how your team interacts? Is it the location and amenities that the organization provides? Make a list and prioritize the company strengths. Then determine who is going to own the recruiting strategy. Select someone who is passionate about recruiting and will execute the plan. Determine how to measure the success of the strategy through different metrics such as: number of applications, number of interviews, time from hire to accept, etc.

Once you have the strategy in place, you need to focus on the candidate. Gary and his team at Miller Resource Group have gathered intelligence based on over 40,000 interviews. They examined what candidates face during the recruitment process. They determined that the number one thing that sets one company apart from another is EMPATHY! How much does the company care about the potential candidate? Gary noted specific things a company should do to make them stand out from the competition.

- Skip long online applications. If you have an online process, make sure it functions properly.
- Have a timeline. When are you going to interview? Date to fill the position? When will the offer be extended?
- Avoid long waiting periods or risk losing your top candidate to the competition.
- Ensure that phone screeners ask questions pertinent to the job and are not seen as personal interrogators.
- Do not make candidate jump through hoops (i.e. personality tests before the first interview takes place).
- Be punctual and do not miss appointments. The candidate's time is just as important as yours.
- Feed the candidate. If a candidate is flying in for the interview, be aware that they may have been traveling through the lunch or dinner hour. Be mindful of that and offer beverage and/or dinner.
- Create a question strategy and appoint a collaborative interview group to avoid setbacks in the interview process.
- Have an offer/closing strategy in place to avoid a power shift from you to the candidate.
- Pay attention to the "hygiene factor". Keep the reception area clean. Make a good first impression.

The above are a few of the takeaways from the presentation. We encourage you to download the session recording from the presentation section of the Member Portal. If you need assistance, please contact MCAA staff at (757) 258-3100.