

AN OVERVIEW OF THE RESULTS-BASED HIRING PROCESS®



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Launched in early 2006, The Results-Based Hiring Process® incorporates years of research into the most effective way to recruit and retain top performers. This understanding, teamed with a relentless drive to keep perfecting our search process, has resulted in over 250 successful placements with outstanding longevity. Over 85% of our placements are still delivering results for our clients more than three years after we placed them, far above the industry average. Consequently, our clients are happy—more than 75% of our work is with clients who have engaged us three or more times.

This overview outlines what you can expect at each stage of the process.

THE INITIAL MEETING

New hires often fail to get results for two preventable reasons: either because the hiring manager did not fully define the business results they needed or because different interviewers evaluated candidates based upon criteria unrelated to delivering those business results. To eliminate that risk, we prefer to include all the hiring stakeholders in our initial (“kick-off”) meeting. We want to reach consensus among everyone who has a “veto vote” on the hiring decision and ensure that everyone’s hiring expectations are consistent with job market realities.

We start the kick-off meeting by asking what success will look like—what specific, measurable accomplishments will be expected from this new employee during their first year on the job. What challenges will they face? How will both the manager and the new employee know if they have succeeded? The more tangible and specific we can make the list of accomplishments, the better we can define the job, evaluate the candidates, and properly set performance expectations with candidates before you meet them.

Once performance expectations are established, we look at the key competencies a candidate must possess to be able to drive the results you seek. Typically, a few key competencies make most of the difference in driving results.

Finally, we look at what the successful candidate will find intrinsically rewarding about the job. What is uniquely attractive about performing this job, at this time, for your organization?

At the conclusion of the meeting, we map out the hiring timeline. We schedule when you will be available for first- and second-round interviews, who will participate in each phase, when references will be checked, and all the other tasks necessary to enable you to confidently make a job offer within five to seven weeks. For each search, our goal is to present a slate of six highly qualified candidates within a few weeks of the kick-off meeting.

WHAT CAN YOU EXPECT AFTER THE INITIAL MEETING?

After the meeting, we take what we learned and distill it into a Hiring Blueprint. A Hiring Blueprint is a job description with clear performance expectations and the added context job seekers need to “see themselves” succeeding in the job. Research shows that top performers are drawn to challenge, so your performance expectations are integral to our recruiting message. The Hiring Blueprint also outlines the specific competencies that will drive the business results you require. We assess candidates on these key competencies throughout the interview sequence:

- In our interviews with candidates, we evaluate the key competencies and brief you on the results prior to your interviews.
- We develop more than three hours of customized interview questions to help you better assess the key competencies.
- We provide you with a Candidate Evaluation form, so that none of the key competencies are overlooked when comparing candidates.
- We look for the key competencies when we check employment references.

Before we begin recruiting, we review the Hiring Blueprint with you to ensure that we “speak with your voice” to candidates and represent the position authentically. We know from experience that having performance expectations in writing builds trust with job seekers more effectively than any other recruiting approach. In our busy, oversaturated online world, an effective recruiting message is imperative to attracting top performers. The recruiting process is dramatically accelerated when the Hiring Blueprint “gets a movie playing” in the mind of potential candidates. We share the Hiring Blueprint with people already in our network (we add more than 25,000 new candidates each year to our database), and we also share it in our outreach to new candidates.

Interviewing is only part of the candidate evaluation process, however. Research has shown that [work sample testing](#) is even more predictive of successful job performance than the interview. We collaborate with you to develop customized “real world” work sample testing exercises that go beyond “talking about work” and instead require the candidate to perform actual work during the interview process. *(As needed, we also provide guidance for [panel interviews](#), distance interviews, and the consideration of internal candidates.)*

Our rigorous candidate selection process methodically reduces your hiring risk, while also providing a positive interview experience for each candidate. It is our role to ensure that your organization’s reputation (or “employment brand”) is fiercely protected and professionally represented in the job market. Every candidate should have a favorable impression of your organization, regardless of whether they were selected.

RECRUITING THE BEST PEOPLE, AS FAST AS POSSIBLE

Once you have approved the Hiring Blueprint, we do the following:

- Post the message on major job boards such as CareerBuilder and Craigslist.
- Purchase keywords on job board aggregators such as Indeed.
- Share the job via social media (Twitter, Facebook, and LinkedIn).
- Reach out to candidates in our network.
- Reach out to new candidates that we have identified through research.

CANDIDATE RESEARCH

Staffing Advisors is at the very forefront of digital recruiting—our candidate sourcing team utilizes methods and strategies that only a handful of recruiters in the country are even aware of. During a typical search:

- We start with LinkedIn (for both external and internal searches, because they reveal different candidates), and using our specialized software tools, we are able to quickly select and evaluate candidates. We revisit these search results daily to make sure we have culled all of the potential candidates.
- We visit and source additional professional networking sites such as Plaxo and the Google+ Project, as well as profile indexing sites such as Yatedo and Comfibook. These sites (Yatedo and Comfibook) are important because they've indexed professional networking sites and may contain information that is more historical, yet useful. Meeting sites such as Meetup.com and Eventbrite can also yield candidate information. We also seek out niche networking sites, depending on the industry in which we are working.
- We also use Custom Search Engines built by our research team to scan organizations and companies within specific industries. We are able to retrieve candidate names and contact information, from which we build candidate profiles.
- We explore blog sites that reference our candidates or contain information our candidates may be interested in and search for profile pages within those sites.
- We browse trade journals for names of industry experts, finding conferences they may attend and then seeking out rosters or attendee lists.
- When we have gathered a strong competitor list, we will search the company site, company press releases, and information available on ZoomInfo, Jigsaw and Manta to build out candidate contact information.
- We peer search—taking one name and building it out, finding as many individuals who are similar to that candidate as possible. We also map out organizations to determine connections and job titles, in order to find candidates with similar experience.
- We look for links to our client companies (and their competitors) that house employee information, such as those on profiles and resumes.

As a result of this sophisticated candidate research process, we are usually able to connect with hundreds of candidates within 10 days of launching the search.

ACCELERATING YOUR SEARCH WITH A “TEAM OF SPECIALISTS” APPROACH

A predictable, fast-moving interview sequence is exciting and attractive to candidates—it demonstrates that hiring great people is your first priority. It also minimizes the risk of losing your top candidate to a competing job offer while you are still in the middle of your search process. Although there are many steps involved in a successful search, the process moves quickly when tasks are pre-scheduled and completed simultaneously instead of sequentially. Thus, instead of relying on the skills of just one individual to handle every aspect of your search, Staffing Advisors uses a “team of specialists” approach.

By dividing the workload among teams of specialists, we accelerate the search and leverage the deep expertise of our team members. For example, while one team is developing the recruiting message, another team is simultaneously creating the target list of candidates. While one team is posting the job advertisement and reaching out via social media, another team is contacting candidates that we identified through research. While one person is interviewing candidates, another person is scheduling candidates for future interviews.

The Project Manager who leads your search is supported by a Senior Strategist, our Candidate Sourcing (Recruiting) Team, and our support team. For your search, our team will include:



Bob Corlett – Senior Strategist. Bob Corlett is the founder and President of Staffing Advisors and one of Washington’s best-known consultants on recruiting, writing for both *The Washington Business Journal* and *The HR Examiner*. Thousands of hiring executives read his [newsletters](#) and blog for employers, [The Staffing Advisor](#). In his volunteer work, Bob runs [The Staffing Alliance of Maryland Employers](#). Bob has worked in the staffing industry since 1989, starting Staffing Advisors in 2002.



Kelly Dingee – Strategic Recruiting Manager. Kelly Dingee is a national expert on candidate sourcing and recruiting, and she has been named one of the Top 25 Most Influential Online Recruiters for each of the past three years. Prior to joining Staffing Advisors, she worked as a Course Developer for AIRS—the world’s largest recruitment training company; she is the author of some of the most advanced candidate recruiting strategies in use today. While at AIRS, Kelly collaborated on developing original content for AIRS Diversity Recruiting and Social Sourcing Courses, as well as created certification test questions for all courses (CIR, CDR, CSSR, PRC, ACIR, ECRE). Kelly is supported by a Research Librarian and a Project Coordinator.



Ellen Greenwood – Operations Manager. Ellen joined Staffing Advisors in 2006 and has led our operations team since 2007. Ellen’s team ensures rapid, professional, and uniform service delivery to both job seekers and employers. Additionally, Ellen manages our search engine optimization (SEO) strategy and our social media presence.

OUR PROJECT MANAGEMENT TEAM

Every Staffing Advisors Project Manager has more than five years of experience conducting executive searches. We have experienced no turnover in this role—every Project Manager we've hired is still with the company.



Aileen Hedden – After a successful leadership career in early childhood education, Aileen entered the staffing industry in 1998. She has completed over 300 searches for associations, nonprofits, and private companies. Since joining Staffing Advisors in 2007, Aileen has completed over 100 executive searches for our clients.



Dorsey Davidge - Dorsey has worked in executive search since 2007, and during that time, she has successfully completed over 70 executive searches. Prior to working in executive search, Dorsey built a successful career in both corporate travel and nonprofit development.



Gina Schurman – Gina has extensive government, nonprofit, and private sector experience. A recognized expert on British Nationality Law, Gina served the British Government in both Hong Kong and Ghana. She has also lived in Tunisia and Cyprus, where she played a leading role for a nonprofit organization. She currently resides in Tel Aviv, Israel. Gina has worked with Staffing Advisors since 2006.



Jennie Kinsfather - Prior to joining Staffing Advisors, Jennie built a successful career in both career counseling and nonprofit leadership, working for organizations such as Goodwill of Greater Washington and Service Source. Jennie has worked with Staffing Advisors since 2006. During that time, she has successfully completed over 100 executive searches.

Project Managers are responsible for every aspect of your search. As such, they:

- Are your single point of contact.
- Set the project schedule for the search.
- Update you periodically on the status of your search.
- Interview every candidate we put forward.
- Brief you on each candidate prior to your interviews.
- Manage the entire interview process, including salary negotiations.

Focus: We carefully balance workload to ensure that our Project Managers are never working on more than three highly active searches at any one time. We ensure that they have strong administrative support, and we provide all the resources they need to be successful.

Perspective: It's easy to get mired in the details of a search and overlook potential risk factors. Our team approach prevents this, as Project Managers review the status of every search with the company President at least once a week (and often daily). Several team members constantly monitor every aspect of your search, including advertising response rates and engagement rates on recruiting outreach.

Alignment: Our agenda is the same as yours—hiring a productive, long-term employee. Our Project Managers are salaried employees. They do not work on commission or have sales quotas of any kind. Their role is not to talk anyone into, or out of, anything. If there is a good match, both our client and candidate will discover it through a rigorous interview process—we never want to “force” a fit. Our goal is to help our clients find a successful long-term match. Project Managers follow up on every placement they make for three full years, so their interests and your interests are always in alignment.

CREATING A CANDIDATE EXPERIENCE THAT REFLECTS WELL ON YOU

Our work directly affects the reputation of our clients, so creating a pleasant, predictable, and professional candidate experience is essential. Staffing Advisors has a support team of five professionals who coordinate every aspect of the candidate experience, ensuring that every candidate is treated fairly and with respect.

Our support team frees Project Managers from most of the administrative details of conducting a search, so they can focus their energy on interviewing candidates and supporting the hiring manager. Our support team handles all of the following:

- Posting all our advertising on job boards, Facebook, Twitter, and LinkedIn.
- Acknowledging the receipt of every resume.
- Acknowledging every candidate inquiry. If a candidate calls or emails us, we always respond within one business day, whether or not they are currently being considered.
- Scheduling candidates for interviews with the Project Manager. If a candidate responds to our recruiting outreach or is selected by the Project Manager for an interview, our schedulers immediately reach out to schedule a convenient time and then place the appointment (along with the candidate's resume) on the Manager's Outlook calendar.
- Sending rejection letters at the conclusion of a successful search.

One sign of our commitment to creating a positive candidate experience is our decision to not require candidates to apply online. Although our Applicant Tracking System (iCIMS) is one of the most advanced and candidate-friendly systems on the market, we know from experience that a certain percentage of candidates (as many as 25%) will not apply online. So, to ensure that our clients can consider the broadest possible candidate pool, we do not require candidates to apply online, even if they are simply answering a job advertisement. Instead, we allow candidates the option to simply email us a resume. Although this decision requires our support team to spend thousands of hours each year uploading resumes, we know it contributes to an improved candidate experience.

Another indicator of our commitment to the candidate experience is our extensive social media presence. Recognizing that some candidates may be skeptical of search firms, we know it's imperative to build trust and credibility quickly. Our extensive social media presence provides that authenticity, earning the trust of selective candidates and maintaining relationships with top candidates in between searches. A Google search on "Staffing Advisors" will quickly find our website, our [Facebook](#) fan page (with over 500 followers), our [Twitter](#) feed (with nearly 500 followers), our [blog for job seekers](#) with relevant content, and various awards and interviews.

WHY IS STAFFING ADVISORS SO MUCH LESS EXPENSIVE THAN OTHER SEARCH FIRMS?

We're simply designed to be less expensive, for three main reasons:

- Attracting new searches is very expensive for most search firms, but not for us. Our new clients come almost exclusively from referrals, and our repeat business rate is very high. We don't need glossy brochures, and we don't want a "sales culture." We also don't pay commissions—one of the largest expenses in most search firms.
- We're completely virtual, which saves money on office space.
- Hiring is no different than any other project; better specifications, better process, and tighter project management always save time and money.

CLIENT COMMENTS

Staffing Advisors has spent years developing the recruiting strategies, process controls, online presence, and expertise of our team members with only one goal in mind: to enable you to fill your open positions in record time, freeing you to focus on business results instead of worrying about hiring. Here are a few comments from our clients:

NONPROFITS

"We really appreciate how well you briefed us about the candidates before our interviews. We were also impressed by the speed of your process and how many well-qualified candidates you found within our pay range. The whole process was really painless in comparison with what we were doing before. I would definitely go with you next time when we need to hire."

- [Elena Ciuhno, Controller, CHF International](#)

"Over the past year, Staffing Advisors helped me fill three critical, management-level positions in our Advancement Department. I was also involved in interviewing candidates secured by Staffing Advisors in three additional searches for key positions in other divisions. In all six searches, the number and caliber of candidates they recruited was significantly beyond my expectations. Typically, my biggest challenge was how to choose among so many well-matched candidates. In retaining Staffing Advisors, I found myself with more than just an accomplished search firm. I found advisors I rely on and trust to help find the most talented candidates who are suitable matches for my organization's needs – and who don't stop until that job is done."

- [David Bennett, Chief Advancement Officer, Safe Kids Worldwide](#)

"Staffing Advisors was a great resource for our organization. Not only were they instrumental in getting a key development position filled, but the advice and support they provided throughout the process was invaluable. I would use their services again without question."

- Lauren Harnishfeger Vice President, Individual and Institutional Giving, [National Park Foundation](#)

"We've been tremendously impressed with Staffing Advisors. They have been remarkably creative, responsive and diligent. As a result of their model and their service ethic, we have found ourselves interviewing quality candidates in record time."

- Pat Nichols, CEO, [Transition Leadership International](#)

"Staffing Advisors was tremendous in screening candidates and helping me focus my recruiting efforts. Their assistance significantly improved my recruiting efficiency and saved me at least one month of staff time. I highly recommend their services."

- Dwight Crawford, Chief Financial Officer, [The SEED Foundation](#)

PRIVATE COMPANIES

"Staffing Advisors has a wonderful process that really helped us articulate our needs for two key positions. It was refreshing to see the speed of the process and the quality of the candidates presented. We knew immediately that we had people who would be a great fit with our culture."

- Steve Braunstein, CPA, [Snyder, Cohn, Collyer, Hamilton & Associates, P.C.](#)

"I always knew that there had to be a better way to find the right candidates, and that the talent we desperately needed was somewhere out there amongst the unlimited pool of job seekers - and we just needed a guide and a method to find them.....Along came Staffing Advisors and the secrets to solving our many years of frustration and showing us the right methods to recruit new talent was revealed right before our eyes!"

- Ben Harris, VP Production Services, [LA Associates](#)

"Staffing Advisors has assisted BDI with a number of key hires at a critical time in our growth. Bob Corlett and his Project Managers always spend the time to develop a thorough understanding of our organization, the key responsibilities of the position, desirable candidate attributes, and, most importantly, what 'success' will look like in the role, before they begin recruiting. It allows them to quickly identify suitable applicants and help us move through the hiring process. When we have an important position to fill, Staffing Advisors is our first call."

- Karen H. Allen, Vice President of Finance & Administration, [BDI](#)

"We spent months trying to fill a management position on our own. After we linked with Staffing Advisors, we were interviewing qualified candidates within three weeks! When we added-up the cost of what we had spent on recruitment ads and staff time before we found Staffing Advisors, we wish we had found them sooner."

- Mary Childress, Director of Finance and Administration, [American Wind Energy Association](#)

"I would like to express how pleased we are in your firm's success in identifying strong candidates for our positions. Our initial meeting required us to apply critical thinking as to the type of person we were looking for. Gina was a pleasure to work with, and provided excellent initial pre-screening on all candidates she deemed worthy of our time. Her attention to detail and prompt follow-through really helped keep our interview process on schedule, especially considering the tight timeframe we were operating in. She also provided us with suggested interview questions, which were quite useful to us. Coupled with the fact that SA charges a flat fee per job, which is highly competitive versus traditional recruiters, SA wins our support hands down as ASC's new recruiter of choice."

- Lawrence D. Sloan, CAE, President, [The Adhesive and Sealant Council, Inc.](#)

"How can you actually entice someone to try something that's truly unique and different? In the case of Staffing Advisors, the real question is how you can describe what they do so brilliantly without using the "R" word – because what they do is so poles apart from all other recruiting firms. So I asked my team – to my mind the ultimate end users – to help me with a few thoughts. Here's what I got:

- Matchmakers
- Addictive!
- Way underpriced for what they deliver
- Hiring innovators
- Far more than anyone expects
- Scary – their magic finds the right fit every darned time!
- Cultural gurus
- So-o-o-o- incredibly different!

So, what I say is, when you have a service that wows the pants off of a group of top flight (and picky) HR experts, that consistently exceeds customer expectations, and that is fun, intelligent, a bit quirky but always right on – well – need I say more? Staffing Advisors – the only people seekers I've ever become hooked on."

-Karen Usher, Chairman and Founder, [TPO, Inc](#)