



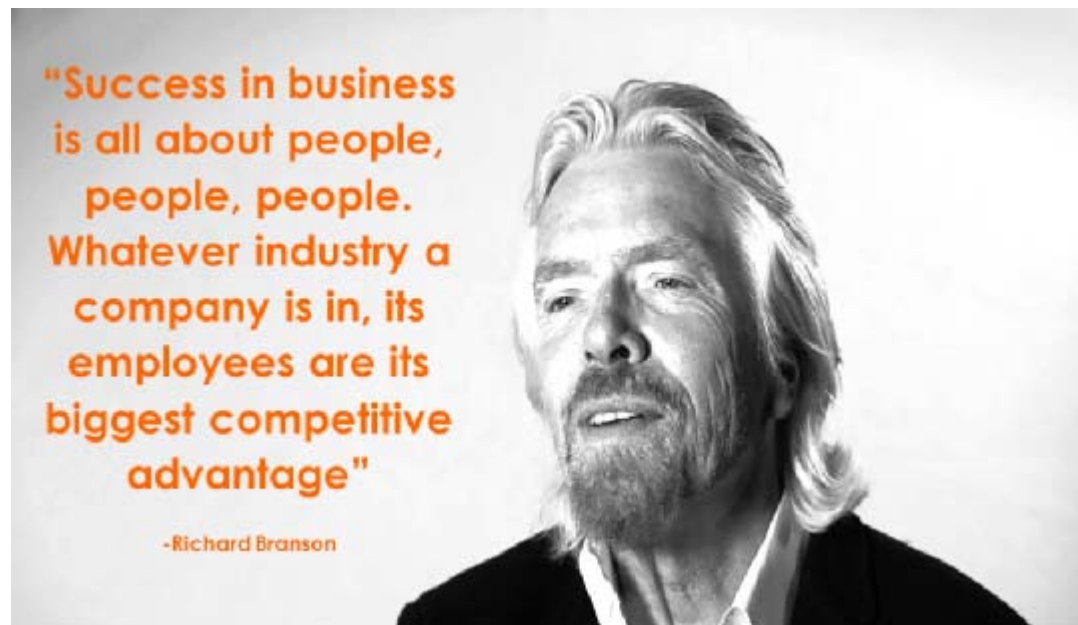
DEPARTMENT OF
STAFFING
HUMAN RESOURCES
& **RECRUITING**





Assessing the Financial & Administrative Health of your Organization – HUMAN resources

WHAT IS YOUR GREATEST ASSET?



RISKS/PROCESSES

- ▲ Budgets
- ▲ Hiring wrong person
- ▲ Cost of Turnover
- ▲ Performance Management
- ▲ Reference Checks
- ▲ Hiring Process

HIRE THE BEST

▲ Find the candidates (active vs passive)

▲ Strategic Recruiting

▲ STAR program

WHO IS THE BEST?

HOW COULD YOUR DAY BE DIFFERENT IF YOU HAD ALL A-PLAYERS?

- ▲ Delegation
- ▲ Putting out Fires
- ▲ Coverage
- ▲ Strategic
- ▲ Teamwork
- ▲ Employee Relations

TIME - RESOURCE

- ▲ Invest time upfront in the Hiring Process to hire the best...
- ▲ Or spend hours per week after the process trying to fix issues

INVEST YOUR EFFORTS IN A-PLAYERS

"I noticed that the dynamic range between what an average person could accomplish and what the best person could accomplish was 50 or 100 to 1. Given that, you're well advised to go after the cream of the cream. A small team of A+ players can run circles around a giant team of B and C players."

Steve Jobs

STEVE JOBS ON HIRING

- ▲ Hiring the best staff is my most important job
- ▲ People are an organization's most valuable asset
- ▲ Never compromise with the talents & qualifications required of potential employees
- ▲ He managed all of the hiring for his team: never delegated it!

STEVE JOBS

Hiring the best is crucial for improving employee performance and productivity, employee engagement, and employee retention. This makes hiring the most important management skill.

INVEST THE TIME TO HIRE THE BEST

STRATEGIC RECRUITING

- ▲ What is it? Why should I care?
- ▲ Active vs Passive Candidates
- ▲ Elements of Strategic Recruiting
- ▲ Tools & Resources

MY EMPLOYEE QUILTS...

...Now What?

This is an opportunity!

TAKE THE OPPORTUNITY

- ▲ Align with mission & goals
- ▲ Re-work the position description
- ▲ Generational differences
- ▲ #GetBetter

TYPES OF CANDIDATES

▲ Active

▲ Passive

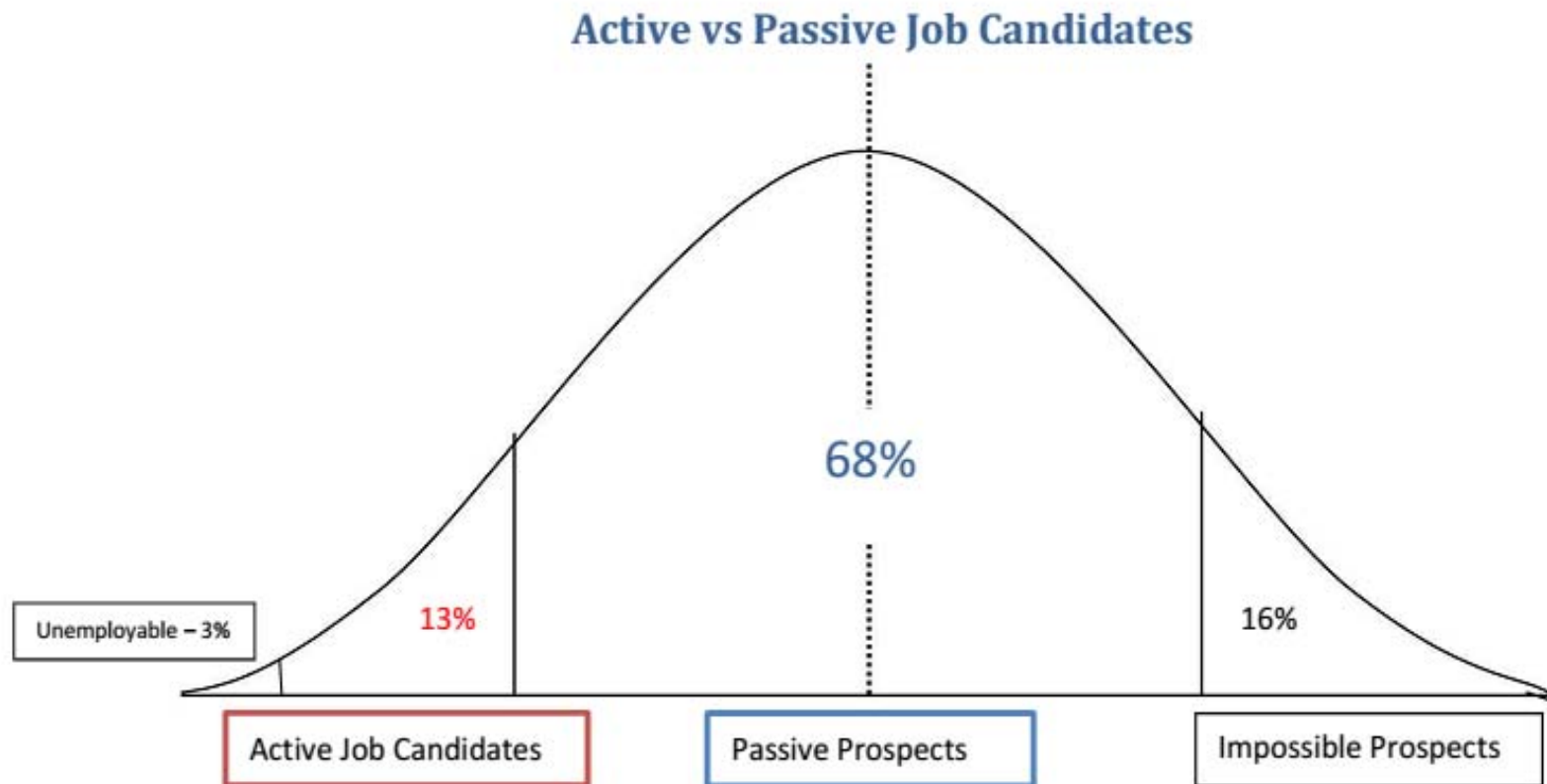
ACTIVE CANDIDATES

- ▲ 80% of open jobs are filled by active candidates
- ▲ 40% of active candidates are unemployed
- ▲ Advertising on job boards/help wanted almost exclusively focus on active candidates

PASSIVE CANDIDATES

- ▲ Requires a different sourcing technique to find these candidates
- ▲ Usually happy & successful in current job
- ▲ Not looking at job advertisements
- ▲ 120% more likely to want to make an impact
- ▲ 33% more likely to want challenging work
- ▲ 17% less likely to need skill development

TYPES OF APPLICANTS



WHO DO YOU WANT?

▲ Active vs Passive

- ▲ Passive requires a different process and includes many elements of Strategic Recruiting

ELEMENTS OF STRATEGIC RECRUITING

- ▲ Have a plan/outcome
- ▲ Branding
- ▲ Sourcing
- ▲ Pipeline
- ▲ Competitive
- ▲ Recruiting Culture
- ▲ Diversity
- ▲ Candidate Experience
- ▲ Prioritize
- ▲ Data Driven Decisions

HAVE A PLAN

- ▲ What are the outcomes you want
- ▲ What are your needs
- ▲ KSA
- ▲ Advertise/Recruit
- ▲ Timeline
- ▲ Sell your job...Sell Virginia Tech

BRANDING

- ▲ #1 – What do people see, hear, read
- ▲ External image
- ▲ Knowledge of the product
- ▲ VT brand:
 - ▼ Beyond Boundaries/Destination Areas
 - ▼ Live/Learn/Work
 - ▼ Invent the Future
 - ▼ Hands on Minds on
 - ▼ Top 25

SOURCING CANDIDATES

- ▲ #2 in terms of importance
- ▲ What are the right tools
 - ▼ Advertising, recruiting, employee referrals, professional events, resume search, etc.
- ▲ Shifts depending on level & how critical
- ▲ Post & Pray vs. Impact the candidate pool

PIPELINE

- ▲ On-going
- ▲ Networking/Relationship Building
- ▲ Pre-need approach
- ▲ Workforce Planning (turnover, retirements)
- ▲ Global
- ▲ Active & Passive

COMPETITIVE

- ▲ Fight for your candidates (really good)
- ▲ What is your competitor doing to attract top candidates?
- ▲ Move on the candidate's timeline
- ▲ You are selling & trying to get the candidate to buy.
- ▲ Be your best for the best

RECRUITING CULTURE

- ▲ On-going
- ▲ Everyone can be a talent scout/recruiter
- ▲ Always represent the brand
- ▲ Networking – Social Media
 - ▼ Personal and professional organizations
- ▲ Social Media
 - ▼ Personal and professional accounts
- ▲ Materials

DIVERSITY

- ▲ Encourage different perspectives and ideas that drive innovation
- ▲ Global environment
- ▲ Prepare our students for the world
- ▲ Legal requirements
- ▲ Variety of candidate experiences

CANDIDATE EXPERIENCE

- ▲ National Focus
- ▲ Not just about you and your needs
- ▲ What does the candidate want/need
- ▲ He/she may be happily employed – why leave
- ▲ Follow-up – you may need in the future
- ▲ Speed

PRIORITIZE

- ▲ Level of the position
- ▲ Difficulty in finding candidates
- ▲ Not all jobs have the same impact
- ▲ Use limited resources wisely

DATA DRIVEN DECISIONS

- ▲ It's the way we've always done it
- ▲ Fast changing environment
- ▲ Hire with facts – not emotions
- ▲ Hire the best

CREATIVE RECRUITING

- ▲ Internship
- ▲ Apprenticeship
- ▲ Job Shadow
- ▲ Speak at/Mentor Student Groups
- ▲ Classroom visits
- ▲ Open House
- ▲ Speed Dating/Recruiting
- ▲ Blitz local retailers & restaurants
- ▲ Referral Incentives
- ▲ Boomerang Hires
- ▲ Other

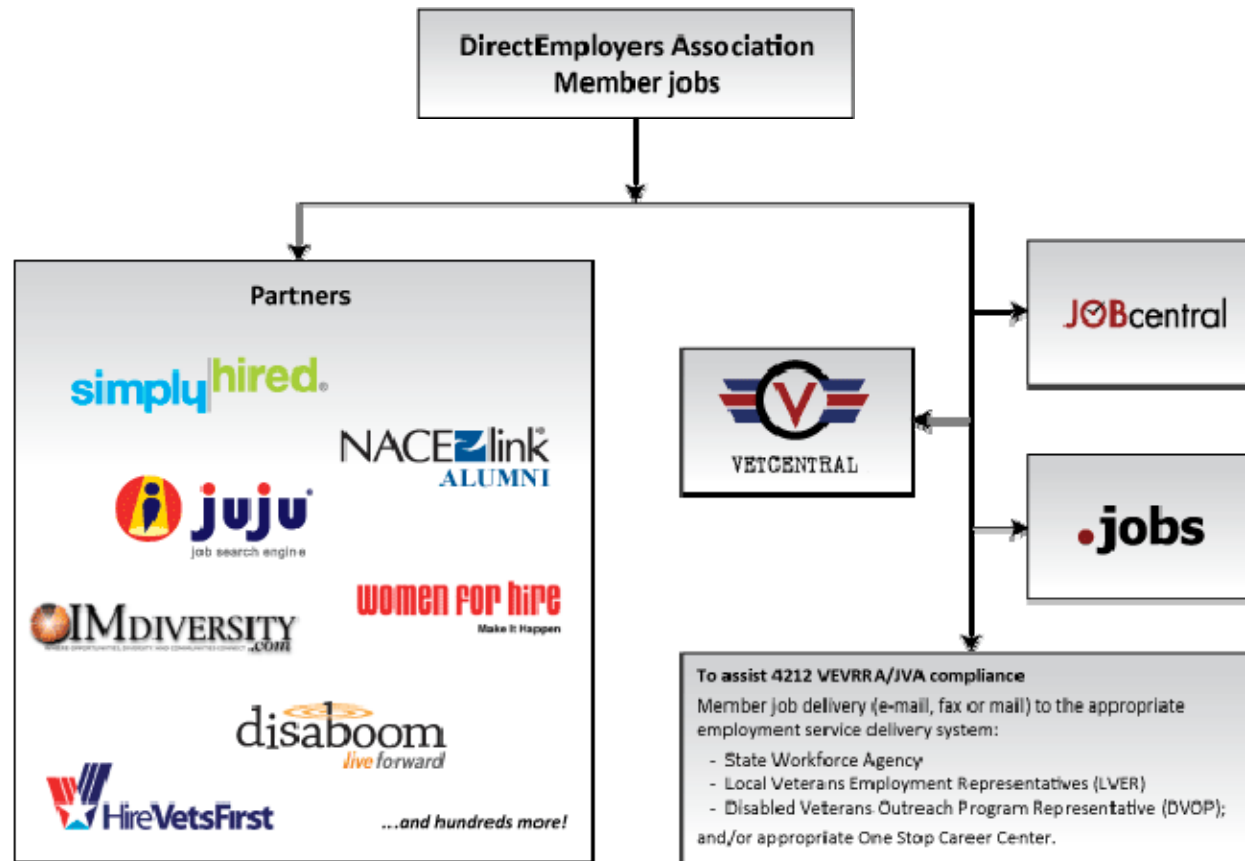
TOOLS & RESOURCES

- ▲ Resource Guide
- ▲ Advertising Contract
- ▲ Outreach/Networking
- ▲ Graystone
- ▲ Human Resources

RESOURCE GUIDE

<http://www.hrapps.hr.vt.edu/resourceguide/>

ADVERTISING CONTRACT FY15/16



ADDITIONAL CONTRACTS

THE ROANOKE TIMES
roanoke.com

Linked in[®]

INSIDE
HIGHER ED

HigherEdJobs

Diverse[®]
ISSUES IN HIGHER EDUCATION

2008 TO 2016 COMPARISON

- ▲ More than doubled the applicant flow
- ▲ Increase diversity to 25% of pool
- ▲ Cut department advertising costs in half and saved approximately \$700,000

COMMUNITY OUTREACH

20+ visits

- ▲ Includes VEC, DBVI, DARS, Roanoke Event, Community Visits, Henry Street & Latino Festivals, etc.
- ▲ Locations: Blacksburg, Christiansburg, Pulaski, Dublin, Radford, Salem, Roanoke

JOB FAIRS

27 general job fairs

- ❑ Blacksburg, Radford, New River Valley, VT Campus, Radford Campus, Wytheville, Galax, Salem, Roanoke, Petersburg, Richmond, Norfolk, Lynchburg
- ❑ Bluefield, WV; Charlotte, NC; Greensboro, NC; Washington D.C.

VETERAN FOCUSED

11 recruiting events/job fairs

Richmond, Salem, Norfolk, Petersburg, & Bluefield WV

DIVERSITY FOCUSED

▲ 8 recruiting events/job fairs

▲ Norfolk, VA; Petersburg, VA; Charlotte, NC;
Greensboro, NC; Bluefield, WV

400+ MEMBER LISTSERV

- ▲ Job listings monthly
- ▲ Local agencies/churches/community leaders
- ▲ 30 regional HBCUs
- ▲ Local Community Colleges
- ▲ High School Counselors

SOCIAL MEDIA



GRAYSTONE ADVERTISING CONTRACT

- ▲ University Contract
- ▲ Discount pricing
- ▲ One contact – one bill
- ▲ Print/Web/other
- ▲ Suggestions

STAR PROGRAM

▲ Strategic Talent Acquisition & Recruitment

▲ Assist with A/P searches

▲ Similar to a search firm (w/o fees)

▲ 4 levels of service

▼ [STAR Program Overview](#)

LEVEL 1

- ▲ Review posting
- ▲ Edit for compliance
- ▲ Open posting

- ▲ Best for:
 - ▼ Basic search
 - ▼ Internal candidate(s)
 - ▼ Strong candidate pipelines

LEVEL 2

▲ Recruiting Plan

- ▼ Recommend advertising options
- ▼ Enhance diversity
- ▼ Email blasts to listservs
- ▼ Post in LinkedIn groups
- ▼ Mass Communication

▲ Best for:

- ▼ strong candidate pool but need help with advertising plan

LEVEL 3

▲ Source candidates

- ▼ Contact at least 50 qualified people and/or deliver at least 5 qualified candidates

▲ Best for:

- ▼ Key positions
- ▼ No candidate pipeline
- ▼ Difficult to fill jobs

LEVEL 4

- ▲ Full service
- ▲ Assess each candidate through short phone screen
- ▲ Rank candidates
- ▲ Serve on search committee

- ▲ Best for:
 - ▼ Senior level position
 - ▼ Quick turn-a-round

STAR - EXAMPLES

TYPES OF SEARCHES

▲ VPAS- Equity and Access

- ▼ Director of Compliance
- ▼ Title IX Investigator
- ▼ Assistant VP Equity and Accessibility

▲ Research

- ▼ Java Developer
- ▼ Sr. Director of Post Award

▲ Library

- ▼ Sr. Unix Systems Admin
- ▼ Web Architect and Manager

▲ Student Affairs

- ▼ Associate Director of Facilities
- ▼ Associate Director for Clinical Services
- ▼ Assistant Director for Immigration

▲ Facilities Management

- ▼ Capital Project Manager
- ▼ Assistant VP Facilities Operations/Constr.
- ▼ Electrical/Mechanical Engineer
- ▼ Director of Housekeeping
- ▼ Associate Director of Construction
- ▼ Director Space and Real Estate Management

SAMPLE LEVEL 3 SEARCH WORKFLOW

▲ VP for Research

▼ Java Developer

- **Met with Hiring Manager and HR Manager to discuss**

- Created Timeline
- Hiring Manager Questionnaire
- Create Sourcing Strategy

▲ Types of Questions Asked

- ▼ Professional Organizations
- ▼ Listservs
- ▼ HigherEd Experience vs Private
- ▼ Time Line
- ▼ Salary
- ▼ Best vs. Average
- ▼ Disqualifiers
- ▼ 1st day responsibilities

SAMPLE LEVEL 3 SEARCH WORKFLOW

▲ Upon Review Date Manager Receives a “Summary of Recruitment”

Good Morning!

I hope you all had a great Thanksgiving and a great break. I wanted to send over my Summary of Recruitment for the Java Developer posting. You will find attached and below a list of the people I reached out via **LinkedIn, Indeed, InsideHigherEd and HigherEdjobs** and where they work specifically. I targeted the Mid-Atlantic region including Virginia, DC, MD, PA, DE, NC, WV, NC, SC, TN.

- Richmond Career Prospectors- VT Alumni (LinkedIn)
- National Center for Women in IT (Listserv, Twitter, Facebook)
- Java User Group (Website, Forum)
- Several Personal LinkedIn daily posts
- Native American Women in Computing (Twitter)
- Direct Emails to old postings within PeopleAdmin
 - o AP0130041- 26 people
 - o AP0130160- 21 people
 - o AP0150063- 6 people
 - o AP0150099- 18 people
- 233 Total LinkedIn requests sent, 100 new connections and further message/conversation had with them

Results- Currently the applicant pool has 12 applicants, 6 of which have listed myself as the referral source.

SAMPLE LEVEL 3 SEARCH WORKFLOW

Good Morning,

I hope you all have had a productive week. I wanted to send over our recruiting efforts run-down for the Director of Space and Real Estate Management as the new review date hits on Monday the 3rd.

If you take a look at the attachment you can see all of the colleges/universities that have been contacted and the people within those institutions. The majority of these people are either AVP, Director, Associate Director level and have something to do with Space, Facilities, Real Estate or a combination of the three. There is also a section that has some of the private companies and other recruiting efforts made by Curtis and myself. The highlights from that section is the mass email communication that went out to all **1700 attendees of the SCUP** conference letting them know about the role and asking for referrals as well as contacting over 50 people from the major private consulting companies of **Stantec** and **Perkins and Will** letting them about it and also asking for referrals.

Curtis took the recruiting efforts a step further by searching through the SCUP conference attendee list for specific people who could potentially have the right skill set and contacting them individually to gauge interest and try and set up a one on one meeting in Chicago.

Below is a list of the people we talked with since the initial screening that showed interest in applying or have already applied:

Ronald T., Maria M., Antonio M., Kevin L., Mehul M., Landon C., Jeffrey S., Carlos G.

One note of caution, Most of the people we spoke with were currently happy or were interested but not in a place to relocate at the time., However, we did hear a few other reasons that we wanted to share with you. A lot of people knew about the position and were concerned about the multiple forms this role has taken over the past year and were concerned about why it cannot be filled. A few others also commented about hearing of multiple organizational changes and restructuring that led to some hesitation on their part.

Another interesting point that we found is somewhat related to pay, especially when compared to peer institutions., People I talked with are a lot closer to the 160k-220k range. I have attached a LinkedIn Resume/Profile of Scott D. who is the Executive Director of Space Planning, Real Estate and Architecture and the University of C. who is looking for a new role, but it making north of 200k.

HIRE THE BEST

- ▲ Invest the time early to get huge returns later
- ▲ Strategic Recruiting
- ▲ STAR program

- ▲ Internal Search & Promotions

- ▲ Let us know how we can help you!

CONTACT INFORMATION

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