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SPEAKERS

RPOA, Patty Silbert, Shally Steckerl

00:12

Hello, good morning. Good afternoon, everyone. We're just going to take a minute or two here just let people come in and join us Shelley and Patti, you know those but just a reminder to, will mute ourselves when we're not talking. Welcome, welcome, everyone. Great to see everyone on the call today. Happy Tuesday, November 16. And we'll wait one more minute and let people come in shall we are in Atlanta today, correct? Yes.

01:25

It's a really nice day in Atlanta. Perfect weather shows outside right now.

01:33

And Patty, Pittsburgh today.

01:37

I'm located in Pittsburgh weather is a little cooler, but we're going through the seasonal ups and downs of temps and we'll be hitting in the 60s mid week and then back down into 30. So welcome to sort of Midwest depending on where people think of us in the geography. I have to think of us as more Midwest than I do east but some, some people think we're in these so it's typical weather.

02:06

I don't, I'm looking kind of between the two of you in Richmond, Virginia, so definitely beautiful fall weather. Alright, fantastic. So we have a big event today and we'll get started. So hello, and welcome to How to tell if a saucer recruiter is as good as they claim. This is Lamees Abourahma with the recruitment process outsourcing Association and host of the RPO leadership forum, a monthly webinar series hosted by the RPO a and presented by top industry leaders on current talent acquisition topics. If this is your first time, welcome, if you're returning

returning participants to our webinar program, welcome back. We're excited you could join us and hope you'll enjoy the event. please chime in the chat and introduce yourself. Tell us where you're joining us from. Note that we're using Zoom webinar is slightly different, you will need to click on that drop arrow to send your message to the panelists and participants. And we do encourage you to do so. Today's webinar is expected to be 60 minutes long. We will have a q&a session at the end of the presentation. The webinar is being recorded and you'll receive a link to the recording by tomorrow. Now without any further ado, I'm very excited to welcome back a great friend of the RBA and the returning speaker to the program. Patty Silbert, Executive Vice President of talent strategy and acquisition at aspirants. Patty has over 30 years of experience developing innovative solutions that help HR professionals meet their most pressing recruitment challenges, and their companies achieve their talent acquisition goals. I'm also thrilled to welcome a new speaker to the program and a legend in the talent sourcing domain. Shelly stickle as vice president of talent strategy and sourcing innovation at Aspire and Shelly is a globally recognized recruiting leader who has helped build sourcing organizations for companies such as Microsoft, Google, Coca Cola, Cisco, and Motorola. He's a writer, a public speaker and adjunct professor at Temple University in Philadelphia. Shelly is currently the director of power sourcing at Aspire and and serves as director for the sourcing Institute Foundation, and an profit organization dedicated to providing recruiting industry, education and opportunities to underserved communities. As we mentioned, Shelly is joining us from Atlanta and pappy is joining us from the Greater Pittsburgh area. I should also mention that aspiring is an RPO, a member and a leading national consulting firm based in Pittsburgh, Pennsylvania. With that, I, it's my pleasure to turn it over to happy.

05:21

Great. Well, thank you so much Lamees, for the warm introduction, and welcome to everybody to our session today. And I think we all know what brought us here is the very fact that the war for talent is in full force. And the very nature of recruiting is changing. And organizations are needing to think about upskilling, their current sourcing and recruiting teams, because we all hearing the same sort of message as hiring managers limit over the fact that there's not enough talent, the speed in which talent is being presented to make hiring decisions is just not filling the need for organizations. And the reality of this are some hard numbers that we're faced with. Today, there's about 150,000 recruiter job openings in the US alone. This number takes into account every type of recruiter or source or job title that you can imagine from source or from technical recruiter, entry level recruiter, junior senior from driver, recruiter to pharmaceutical recruiter, and so on. And companies like Facebook have had a 15 100% increase from last year on the number of recruiter openings. And one leading pharma company, which is really looking at some of their data has shown a 49,000% increase in recruiter posting titles with over 500 recruiter titles posted this year alone from where they were last year, I get it, some of that was pandemic related, but the need for recruiters is has grown exponentially. And so we're all here today with a goal of finding ways to help our existing teams meet the demands of the businesses that we serve the hiring managers that need our help and finding the best talent. And for many of us, I think we're recognizing that skill gaps. So as you see here, in our agenda, we're going to cover sort of a wide swath of topics and information, we're not going to get down into the nitty gritty sort of techniques of sourcing overall. But the hope is, is that we all walk away with some knowledge and tips for improving the way in which we recruit and identify recruiting talent to help us meet the needs and serve the business. And lastly, we're going to fill out with what we use as a recruiter assessment to help clients identify ways to fill those skill gaps, and to also help us as we look to improve our recruiting solutions to the customers we serve. So as we move forward, what I do want to talk about through the next slide that we move into is that we're finding that 70% of the global workforce are considered passive candidates. And so that means when you're posting a job, you're only tapping into 30% of the workforce. And many of those individuals who are applying may not be the right fit for those roles as a whole. No, Shelley has been working in this area to really identify the specialized discipline of what really defines sourcing outside of what recruiting is, the recruiting rules have evolved over the years, and Shali has worked across many industries to help organizations understand the differences between those roles and titles. But we know that both are very critical to organizations. And so if you're limiting a lot of your TA strategy, to waiting for those active talent members to apply for your opportunities, you're selling yourself short. And so what we're really focused on is helping you to identify the best ways for you to attract talent into the organization, and to also make sure that you're using a talent strategy that is helping you to find the best talent that's out there. And so this leads us to creating a full understanding of what are the differences between the two roles of sourcing. And so Shelly is going to take us through that so you can understand specifically the way in which we differentiate these two roles.

09:45

Thank you for that, Patti. I started talking on mute. You can hear me right, everybody. Good. Okay. So the role of this worser has evolved over the many years that have been in this business a little bit more than 25 years, I hesitate to even admit, it started out as something that every recruiter does, right sourcing your own candidates. And we used whatever means we had, for those of us that go way back to perhaps classified ads and faxing and all that. But what has happened, as the role like many other roles in industry evolved is the creation of a specialization. So the source or role however you define it, whatever the job title is, is essentially a specialization of the overall recruitment function. And it is a different job. It's a different job, because recruiters work on the pipeline, and use a pipeline of talent, whether that's from traditional means or from applicants coming in through website or any other traditional channels, they utilize that pipeline to the company's advantage by making hires from within that pipeline. So they use the pipeline to fill jobs. Whereas the sorcerer's role is earlier in the process to find and engage prospects for now and for later. So for roles that are open now and for roles that may be open in the future pipeline. And because these are different jobs, they require different metrics. Not all requisitions are the same, not all positions are the same. various levels, various criticality, and even the same position in different geographic locations has very different ways of being filled the exact same position in one city may be easy to fill, and in another city, may be extremely difficult for a number of reasons. So because all requisitions are not the same, and because not all roads have the same kind of inbound flow, the specialization of sourcing picks up where there is that gap. In other words, you've gone through the regular processes, you've gone through traditional means traditional channels, and there's low or no candidate flow. Now we need to involve some proactive measures. And these could be executed by the recruiters themselves. We also have a lot of other responsibilities, including working with the hiring managers and being the HR representatives in many cases for you know, compliance and auditing and all these other things. Or we can give that to a specialization, the source or, again, whichever job title you choose. And that specialization is then responsible for working on those much fewer positions that have a hard time being filled through the already established methods. This number could be 510 15, maybe as much as 30% of jobs, but it isn't the same thing isn't all jobs. So again, sources and recruiters are in different specializations. Sourcing is a specialization within recruiting. And it is the specialization that fills or basically creates that pipeline flow, which then the recruiters can leverage in, fill out requisitions. So one thing that has been coming across our desk quite a bit here at Aspire, and at our talent strategy and acquisition practice, is a need to accelerate the identification, the interviewing and the selection, and essentially the hiring and onboarding and the getting up to speed of people in this role of recruiters and sourcers. however you define it, we've noticed that the need is so urgent that there are in many ways, shortcuts being taken, and companies making decisions that are not necessarily the same decisions that would make in a different market because of the speed at which you know, you talk to a recruiter candidate and make them an offer and the next day they've accepted an offer somewhere else. And it's really, really fast, and there's so much demand. So we've noticed that the selection process needs to be changed a little bit. Traditional interview questions don't necessarily work. We've put together for our own hiring needs technical and competency based interviewing techniques. We've also made some sample tests that we provide candidates and essentially it's a short project that they complete in a reasonable amount of time, similar to the amount of time that they would invest in say, conducting an interview, you know, being interviewed by the company. So we have some technical we have some competency based interviewing techniques, we have tests, we have predefined criteria that we utilize to rate candidates during the selection process, whether it's their review of experience on paper, you know, the review of their resume, or also the review of their their scorecard throughout the interview process. So how do we conduct an event effective interview and selection process for recruiters and sources in this extremely fast paced, very demanding environment that we're experiencing now. I personally haven't seen anything since the.com days that was anywhere like this. And my experience back then was with software engineers and you know.com businesses. So never seen anything like this in recruiting? Well, there's a few steps. First, we need to develop a scorecard, a scorecard that helps us with evaluating their experience, but then also, it helps us with evaluating the interview results or the phone screen results so that we have a fair and standard way of approaching and comparing candidates. The second step is to actively test their sourcing skill. Why Why not test recruiting? Because recruiting is a lot more defined. And we're a lot better a lot more knowledgeable, and have a lot more experience in selecting and interviewing recruiters. But sourcing being a bit being a more evolving rapidly evolving and a newer set of skills means that hiring managers that are hiring recruiters may not necessarily know what those skills are how to ask those specific interview questions. So preparing a set of interview questions around the desired behaviors, the technical ability required, and some of the other core competencies such as independence and business acumen, creativity, curiosity. And focus allows us to be a lot more programmed in our approach on evaluating candidates so we can make better decisions in bringing on board qualified recruiters and sourcers that are more likely to be productive in our environment. The second part of what we see coming across in addition to the selection and the pace simply of recruiting for recruiters, the second part of it is mistakes, organizations that hire someone based on, you know, the same traditional interview questions that they've asked before. And then within a few days, or a few weeks, I've experienced multiple times in my own team, the person simply wasn't actually able to deliver on the, on the technical requirements of doing the job. They sure looks great on paper, and they answered all the right questions correctly, but then they just couldn't do the job. So that's the second part, right? It's weird that we hired them, and we onboard them. And essentially, we have to pretty much start over again. So I'm happy to go into any of details. Is there if there's any questions around the behavioral and the technical questions, but I wanted to move on to answer another question, which comes up from the business many times. If we have recruiters, why do we need sources? What's the reasoning? What Why do we need two people essentially doing the same job? Well, the answer is, they really are not doing the same job. Sourcing techniques are constantly evolving day by day. If you want an example of this log into LinkedIn tomorrow, and you'll see something changed. Sure, it's still LinkedIn. But how we use it changes how we use Facebook, how we use Twitter, how we use the internet, how we use, how we reach out to people, are we calling or emailing or texting all of those rules change constantly. And it's within the realm of the Sorcerer to keep abreast of these techniques and be able to leverage them on demand. That in itself is time consuming. So already recruiters are overwhelmed with all the responsibilities they have expecting them to also stay abreast of techniques and all the evolving nature of them is a considerable burden. Another reason is that sources work with recruiters in a one to many ratio. A source or a single person that is dedicated to the front of this pipeline can support multiple pipelines, because of the ebb and flow of demand. And as such, they can be feeding a set of recruiters. How many? Well, there's a formula for that, if you're interested in let us know and happy to talk to you about it. But there's definitely a one to many relationship. So you can have one source of supporting 510, etc, recruiters. And we need sources because the sources are the ones that are in a position, not just through their techniques and stay abreast of these techniques. But also they're in a position because they have time, and it is their charter to fill the pipeline. Pipeline filling doesn't necessarily always directly result in hires today. It results in hires tomorrow, and even more importantly, it results in faster hires tomorrow. So both jobs are necessary in some environments, and they are very different. Lastly, the internet is just a very big place. The rate at which information is being added to the internet, the rate at which people are creating profiles on whatever platform whether it's LinkedIn, Twitter, Facebook, Instagram, Pinterest, snapchat you name it, is just simply faster than than any one person could cover. So it is important that we have Have a specialization, to address this vastness. Once we have the right people on board and we've made better decisions, selecting them and onboarding them, we then turn to how do we measure to make sure that we're really evaluating what's unique about the role of a sorcerer versus what's unique about the role of a recruiter, it's incredibly unfair to measure two people for the exact same outcome. It's okay, and it's more than okay, it's certainly possible and very doable to share credit. But that's sharing a portion of the credit, you can't give full credit to two separate people for the same exact outcome. So for that, it's important that we begin to understand what sources do, we don't have to know how they do it. We don't need to see every single mechanism inside of the factory, just understand what they do so that we can more clearly understand what needs to be accomplished. And ask smarter questions. You don't need to be a sorcerer in order to manage sources, you can use this information that sources generate, such as the methods that utilize where they spend their time, where you should spend more of your budget, and where sourcing should pitch in for which roles which geographies, etc. You can use this information as a way to make better decisions. So it informs your leadership decision in assigning resources. Do we need to hire more sources? Or can one source one source of support multiple recruiters? Do we need more recruiters? Do we need to spend more on these platforms? Are we spending too much on these platforms? These are all decisions. That sourcing can help inform illustrate the path of a hire in the new model where we have sourcing and recruiting working together in tandem. Whether the source or is an independent job function or sourcing is a part of recruiting. This is an illustration of what it takes these days, and how it's changed from in the past. Before I started tracking these numbers, about 20 or so years ago, it was kind of a guess how many candidates do we need in order to make enough interviews in order to make a hire. So I started tracking this and over the years over the last 20 years, I developed a number that is typically somewhere between 100 to 150 leads result in a higher that is if sourcing is quality and everything is working in the process. Now that ratio can be much bigger. In some cases, I've seen 300 leads to higher, but on average across multiple industries, it used to be about 100 to 150. What's happened is nowadays, it's looking a lot more like 200 for a number of reasons. So how do we work backwards from that? Well, to make a hire, we know that we'd like to present five qualified interested candidates to a hiring manager that they would like to interview. Sometimes hiring managers are happy interviewing three, but they are seldom happy just interviewing one person, they usually want to have a choice. So let's shoot for five. In order to have five qualified interested candidates, we need to produce 10 candidates that we could select a shortlist from to present to the hiring manager to end up with five that are being interviewed. The 10 qualified interested may not all necessarily be chosen by the hiring manager and so on. Now, how do we get to 10 Interested candidates? Well, we need to reach out and make connections, have conversations, send emails, make phone calls, text messages, Snapchat, Facebook, etc, right. And we need to have about 25 connections, a recruiter and or sorcerer need to connect with about 25 people to produce 10 qualified interested on average, and oh the other area, that means that we need to pursue about 100 candidates, given the fact that least 50% of the people that we pursue simply never respond, no matter how many times we text an email. That's a response rate of essentially, about 25% from potential candidates leads that we found to candidates that actually reply. So as you can see, the funnel nowadays looks more like we generate 200 leads by some collect collection of mechanisms, or we have a pipeline with 200 leads that results in about 100 that we are able to pursue 25 who respond 10 who become interested in our qualified five who are presented, and one that is hired. So if you're looking for a good general funnel metric, this is a picture of what we're seeing today in the average. And so this helps inform how you measure the productivity of the various areas. Without I wanted to send things back to Patti, to continue with the next slide.

24:43

So if you're wondering about oh, this is as Shelly talks through sorted this funnel of where do you begin, Sorcerer's recruiters. At the end of the day everyone is expected to engage with potential candidates to fill open roles. So there's no doubt that if you're not using some formula in order to help your team members understand what they need to do to increase their productivity, you're going to be lost in this process. But I think what the underlying point of this is, and I'll share this story with you, I didn't grow up in the recruiting space, I came out of the recruitment marketing, as you saw from the bio that Lamees actually showed at the onset of this area. And so when I stepped into the RPO world in the full fledge of full lifecycle recruiting, my question in my own head was, how do I know what talent I have here? Right. And so the measurement of good may have look like well, how many positions does a recruiter fill? At the end of the year? What are they filling on a monthly basis? And when starting to dig in and ask the questions of, you know, how can we improve productivity? How can we meet the demands of the clients that we serve? In order to help them find the best talent? I was sort of stuck in this spot of what do they need from training and development? And how do team members really improve their skills at the end of the day, and what I found was somewhat astonishing, because most organizations, if you're like ours, right, you provide training that's across the board and some of that, that training, maybe around, you know how to use

Excel how to, you know, maybe some of its DNI training that individuals go to cultural training that organizations put on. But what I also found is that training budgets are cut first, and budgeted last, just due to the lack of evidence of a positive return on investment. And so traditionally, training is viewed as an expense rather than an investment, which it needs to be the difference in meeting issue. Trade and expense is just that it's an expense, right? And expense costs money and is meant to not necessarily provide a return of value. But an investment brings a return or dividend as a result. And so when we're investing in our recruiters to develop and train them, right, we expect a return on the investment. And we we show that in the way in which we support our clients. Through that training, we can increase the speed to which we submit candidates to hiring managers for consideration, we increase the speed or the ratio to the number of interview candidates to interview all the way through to the hire process. And so what we try to really do is find a way to customize the training for the recruiting and sourcing team that is really customized to them, right? A one size fits all training, in my opinion sometimes isn't necessarily the most respectful way to go about training. And it also can be very costly for an organization. And so not everyone can possibly need the same training is what I came to understand. And so my question rose up is why spend money on something that yields little or no ROI for us as an organization as well as the customers we serve. And so we think of measuring job performance, at the onset, we need a baseline to start with. And if you don't have that you're sort of stabbing in the dark. And so when you have that baseline, you can then determine what training is needed, and then thereafter and continue to build on that. And so what change can be measured as a result of training, you know, if performance is not measured, before that training, and after, it's impossible to understand what that ROI looks like. And so as we move forward here, you know, as we go through this process, you know, what we want you to understand is where do you begin, Shelly talked about how do you assess these individuals through the interview process, we're going to talk a lot about what our assessment looks like for recruiters to measure some of those areas that are very important around their technical competencies and a little bit here, but Celli, if you will move us forward, you know, what I really want to make sure that everybody understands is that you know, for many organizations, and specifically with most HR and TA leaders, it's hard to justify a training budgets, because sometimes it's a smaller group of individuals and what you're trying to build the business case for having a recruiting training need, that many are often faced with on how to answer the question with their leadership is what is your current performance and with training, what can we expect to see as a result of that? And that's that business case that I talked about, you know, many leaders consider in depth training is an unnecessary expense and expect really for new employees or new recruiters to learn from each other. But my question is, how do you know with those other recruiters are continuing to keep their skills fresh and learning from that area. And so through an assessment and training, we really look to identify and accurately pinpoint where their skills gaps, specifically with individuals versus using a blanket statement that the entire team may need some skills training. And so what we also find is that when we rely on others to help them with that training, we're expecting them to do that, in addition to their current job, there's never really a carve out of time for them. And so what happens is, their productivity is often lost. And then they themselves will really rely on that new recruiter or sorcerer, to ask others those questions that are really essential in helping them get to the next level. And I think the other point on this is that we really tried to make sure that we're we're not doing is making an individual who may be a subpar individual or recruiter take on that training, because maybe they have the bandwidth. And so there's a big gap there that you may not be using your best talent, to bring your new team members into the organization in the most efficient way. And I think the other area where there's a blind spot for many of us is our managers getting that same level of training. And what you'll often find is that, you know, managers may have been out of the recruiting realm for a number of years. And so do they truly know and know the latest skills and techniques that are needed in which to engage with talent, Shelley mentioned this, I mentioned this is that the war for talent is really high out there. And if you're not improving your skills, on ways to engage with talent, it's going to be a costly proposition for everybody. And so we often see that through some of our assessment will ask managers to really level out their own skill level against their team and help those managers get to the next level as well. And so by using a recruiter assessment, you can quickly identify focus areas by individual and by team, in order to make sure that your team is meeting the needs of the business and the demands. And so what I really also find that what happens in most organizations is, there's an immediate shift on where individuals aren't producing to the tools. And so organizations have to invest more, I need more recruitment, advertising, I need more tools to do my job. But when you look at it, at the end of the day, those tools, efficiencies and measuring those tools are not getting used to the level that they need to be used. And so it's not a tools issue. It's really a skills gap that is largely out there where organizations really need to focus that. So before we dive into the assessment, Shelley's going to take us through that and give you a sense of what is the content in the assessment and how we use the assessment to look at some of the skills gap. I think I want to just as you're going through this, ask these questions of you of how serious are you looking at your recruiting team skills gap? Right, we all want to defend our recruiting teams, because it's tough out there, it's tough to find people, there's more jobs than there are talent that coming into it, there's changing dynamics of where people are going, either leaving the workforce or starting their own businesses, which isn't accounted for in some of the the labor data that exists out there. And so I think it's really important to ask ourselves, how can we improve the talent that we have versus changing them out as the only recourse? And then the other piece of it is what challenges prevent your teams to really learn those new skills and behind and actually implement those skills? To me, recruiting is about muscle memory, right? It's not like any athlete right is really about their muscle memory and how they, you know, really perform? Well. I mean, you look at Tom Brady, but I think at the end of the day, he's also looking at ways to enhance his skills as a whole. And so I think learning new skills is what every recruiter in search or craves at the end of the day, but they just don't know how to ask for the training or to identify maybe where they're lacking for some skill area. So I want to turn this over to Shali so that he can take you through what our assessment looks like through our online assessment tool. Thank you, Patti.

34:37

So this is the the recruiter assessment, recruiting and sourcing assessment that Patti mentioned and I want to show you kind of the steps that that are involved in, in the process or the you know, the workflow of getting this done. The first thing is when individuals are registered, they receive a link This is a unique link, this unique link will land them on a recruiter assessment welcome page that then gives them access to the questionnaire. This is a single use link that drops them directly into the questionnaire. So they don't need to create any registration or anything like that this would be handled through having the you know, the entire the entire organization or the individuals that were being assessed registered through a registration page. So from the user's point of view of the person who's being assessed, they receive this link, they click on it, they land on this page, and then they are taken through the questionnaire, it shouldn't take more than 30 minutes could take as much as 45. For some folks, it is not time, so they could take a little bit longer. Most individuals we find, have completed this assessment in an average of about 42 minutes. But it could take a little bit longer than that. We test six different areas, we're testing automation skills. So these are tools, essentially, client management, which is working with the hiring manager, concepts such as the intake meeting, and, you know, developing relationships with hiring managers, then we have a set of what we call essential skills. Think of these as the fundamental things any and every recruiter, even the most entry level recruiter should know real basic stuff, kind of like you know, walk before you before you run type of skills that have things to do with managing your desk time management, triaging email, those kinds of things. Then there's networking and marketing, both of them in the same section, marketing as in advertising, jobs, SEO, SEM, and so on. And networking as in, you know, the traditional, what we would normally call traditional networking, which used to be done face to face is now done by a large degree online, but still the same basic skill set. And finally, we have outreach and search. Outreach is the emailing calling, subject lines, effective emails, persuasive communication, texting, etc. And search, of course, is the identification component. And this search component includes open web search engines, as well as tools like LinkedIn and ATS is and other private databases. So once they go here, they are taken through the questions, these are all, either multiple choice, multi select, or true and false. They are 100% objective, there is no subjectivity or interpretation in these questions. And they're cross checked in in various ways. So that we know if there's an answer that may conflict with another one, we have a few ways to analyze that data. So pretty straightforward, very easy to complete, you can see the choices are marked. And there's a completion bar, not going to take you through the entire thing. But it will go through, you know, like I said about 30 to 45 minutes of questions like this, at the end, they receive a thank you note, and then we go back to the view as I would see my own results, or as an individual or I would see team results, the individual only sees their own results. Now, in this view, here, we've anonymized the individuals for the sake of their privacy, we don't want to be sharing people's results with everyone. So these numbers are actually survey IDs that relate to a name in our database. If this was your results set for your organization, you would actually see the names of the people here, instead of these anonymous numbers. And what you see here are the different categories and how that individual did in each of those categories. So individual one in all the categories as well as how all individuals in your team data across a particular category. So for example, here, you'll notice that this subset, or this team has strength in client management areas where they scored very high in compared comparison to the rest of the population of everyone who's completed this assessment, so you know, globally, and then you can see that there are areas where, you know, there's a little bit more gaps. So it shows you the strengths and weaknesses by individual for the team. And it also can jump into some detail and recommendations. Hopefully this doesn't. Okay, some detail and recommendations on where to focus. So for example, this individual, let's call this person, Patrick, right. Their strength is in client management, and their key gap is in the essential and it says Okay, for this, you should spend a little bit of your time, you know, 20% of your training time or your availability on this area. These are the recommendations that are made for the individual to coach themselves and for the team as well. We have recommendations that you can say so there's a great level of detail, these all have drill downs, that allow you to look at the specific skills, is it emailing is it searching is it automation is it you know, the fundamentals and so on? Once again, this is listed by individual practitioner here if you want to highlight that, or by area if you want to highlight that. So that is in a nutshell, looks like it's asking me to log back in here. So let me go back to the slides there. That is in a nutshell, how the recruiter assessment survey or questionnaire works. Buddy, did you want me to show anything? In addition?

40:28

I think, you know, maybe, shall we talk about? Quite often the questions we get are, how is this validated? Right? Because we think of this is an assessment out there? And you know, or are they used in hiring decisions? You know, you want to talk a little bit about that from an assessment perspective.

40:47

Good. So these are skills based questions, they are all skills based questions. So they are not subjective. That gives us the protection that, you know, these are questions regarding things that they need to be doing on the job. We're not using these questions as a way to determine a competency or something that we would need to validate. So those types of validated assessments are more on the competencies, personality, you know, psychological assessments, and so on. This is strictly skill. So it'd be similar to testing someone on Excel skills, there's a standard set of things that you can do with Excel, someone either knows how to do that thing with Excel, or they don't, or they have some mastery, or, you know, they have a strength or they have a weakness in that area. But it's specifically related to a skill. The second part of this is, we're not necessarily using this as an instrument to determine who gets the job. But we are using this as an instrument to compare individuals to the team compared to the team to global numbers. And it helps inform our coaching decision in our in other decisions that we may need to make, not necessarily they hire or not hire. So it's there's not a pass fail. Although you do see percentages on here, the percentages relate to a global average, or a team average, they don't relate to a passing or failing score. So 33%, or 16%, as you can see, over here, that does not mean this person would be failed and would not be hired. As a result, it just simply shows that that's an area where there's opportunity versus these other three areas are four areas where they have strengths. So for that reason, it's not helping, it's not helping us determine hire, or fire or promote, it's just helping us determine where their strengths are, that we can leverage. One of the results here or outcome here is that we're able to leverage individual's strengths across the organization. So for example, if there's someone who is exceptionally talented at client management, having the highest score, perhaps that individual can be in a position to be made an internal subject matter expert and coach, other individuals that might not have scored as highly. So you can use this as a internal coaching, matching or matchmaking tool as well. Thanks for asking that question, Patti.

43:11

It definitely.

43:12

And I think the other thing for everyone to keep in mind is that as individuals progress through each of these segment areas are these topic areas, the questions get progressively harder, right? So if you're, if you're going through this and answering these questions, they're not going to be all easy questions, you're going to be really tested to understand those skills. And as Shelly talked about, is, you know, the ability to use individuals through your onboarding, who may be well versed in client management, but maybe somebody else is really strong in outreach. And so now, when you do an onboarding with your team, you're not delegating all of that to one individual, you're maximizing the team strength to help others continue to grow. And then also allow those individuals to advance in their own skills as well, where maybe they need some help with automation or other essential so it's a great way to really leverage the expertise of your team members, and to really get them to be more proficient.

44:20

You can see that, was there a question that came in, if someone starts and stops, can they come back and restart previously, so they can return where they stopped once they complete the assessment, that loop is closed, they can take a second one and in fact, that's another way to leverage something like this, which would be a before and after picture, where you might start the development cycle their their skill development cycle by taking a snapshot of where they are right now. Then proceed on to some skills development, training, coaching, etc. And then take another picture later. So you can actually show remarkable progress or, or otherwise, right you can just The difference between before and after and hopefully see the entire group skill, on average elevate throughout throughout the development. So it can be taken multiple times, but the individual cycle of one, one assessment closes, once they finish the last question and submit, then they have to start over. There was a question about the types of questions asked. Absolutely. So we briefly had that up on the screen. Pardon me, I'll start that screen back up again. So you can see some examples. So here is I'll share the first couple of years. So for example, a B, methods for organizing information and prioritizing information doesn't let me continue until I answer so I'm going to randomly select a few here. But you can see things about time management and speed reading things around the search tools and search commands, subject lines of emails, and so on. And for the most part, they're either multiple choice, single select, or they're multiple choice multi select, as in select all that apply. Occasionally, there'll be a few true and false, which I guess is still multiple choice single select. But they're they're pretty straightforward. So we're trying to deny we've tried to not make the test taking or the assessment taking itself be something that prohibits, you know, people from doing it, we've, we've had people successfully complete this assessment that have low visibility or our blind using screen readers. So it is definitely 501 compliant. And it really Nobody should have any trouble completing the questions. Now answering them, we do encourage people at the beginning, there's a message that says, try not to go and look up the answers. Although you do have the time to do that. The point here is not to get it right, because you're not going to get a grade that says, oh, Shali is better than Patrick because he got 73 instead of 72. The point is to identify gaps, strengths and opportunities. So it's best to go through this and answer in the best of your ability at the time. As I said, you can always retake it later on. So don't look at this as a a test of my worth as a recruiter or researcher, but more of an assessment or an inventory of what my skills are or may not be.

47:24

Instantly another question came in through the chat. Are there individual assessments for Sorcerer's versus recruiters,

47:34

for recruiter and sorcerer are treated the same because recruiting is first and sourcing becomes the specialization. So in the outcome, we can see from the scores, whether someone has sourcing aptitude or not essentially a big area there would be search. So this could be a distinguishing factor. In a team where you have a number of associates, some may be recruited, some may be sorcerers, you would expect that the people who are more versed in areas like search would be sources. But there again, this is why this is such a telling instrument because if your sources don't do so well in search, but your recruiters do, then we need to look at, you know, possibly why that's, that's happening. So we don't distinguish a questionnaire for one role versus the other. But we interpret the outcome in that light, meaning this could even be a test or an assessment, I should use that instead, that is given to someone who is the coordinator and beginning their journey in sourcing and recruiting. Or it can be given to a manager. And that manager then could use this as a way to okay, what are the areas where I'm particularly strong and then could serve as a coach to the rest of the organization. So we don't distinguish that upfront.

48:47

intently another question came in specific to you know, what we're assessing in the searching. So do you want do you want to just off the top of your head sort of talk about what are the types of questions that you're using that we use inside of the searching?

49:01

Absolutely. So we are talking about the basic logic around search. If some people call that Boolean logic, although there's it that's just three and or not commands, so it's a lot more than that. But it's the the thought processes around searching with commands using natural language phrases. It's the tools, for example, LinkedIn, and there's an area of questions that revolve around specifically searching LinkedIn, searching your ATS, those kinds of questions. So it's testing their their knowledge in the concept of search, not their fluency in a particular language of search. So it's not saying, okay, Shelly is good at Google and Patrick is good at being it saying surely strong at the concepts of search versus natural language versus and so on, and that detail is found broken down here. So for example, under search, do you see a few Have these people look ups, pure regression specialized Google commands that are, you know, a little bit more specific. That's an area where we see a lot of folks with, you know, typically lower scores, because now we're looking at just commands that are only for Google. And not everybody knows that. So you can see it's a pretty broad area. Each of these, by the way behind the scenes is further broken down into specific questions. So we are showing only the subcategory of search. But there are a number of various questions that cross examine. And as Patty mentioned, levels of difficulty from one to three, so easy, medium, and hard. And then there are questions that also correlate so we are not making a statement about someone's knowledge or lack of knowledge in search, because of one question that they missed, because they guessed incorrectly or something like that. There's there's correlation. Now, those questions themselves, we do want to keep those, you know, confidential, for the reason that we although we don't expect people are going to go cheat because it really cheating themselves. We also don't want the answers to be out there floating around. So that's why the questions themselves are kind of behind the scenes.

51:09

Their their question is, are there questions that are specific to technical versus non

51:15

technical? No, the core competencies remain the same. So whether you are searching for accountants, salespeople or software engineers, the search is still the concept, whether you are reaching out to people using email, those people may be executives, they may be technicians, or they may be mechanics. There's there's some core competencies or some basic requirements on that, you know, what lands you in spam, for example, what are the things that will get you caught on a spam filter, this doesn't rely on tech or non tech or industry, you can determine from the answers, you can determine an individual's ability skills for a particular type of recruiting, if you know that for that recruiting, you rely more on email. So for example, you may already know that for recruiting for these types of candidates, email is more effective than say, cold calling or texting, then if this individual is scoring higher on email, then that shows a good match. But if this particular job requires a lot more texting, and this individual doesn't have, you know, doesn't score very well on texting, then you know that, in order to prepare this individual better for that industry, you'll need to strengthen that particular competency. So it's based on their skills across the entire universe of recruiting not a particular type of recruiting.

52:39

I'm gonna bring in one other question I see in the chat might be buried there. You can sit through it. But the question, it's a good one from the assessment. So past the assessment as organizations identify the areas that need development for the recruiters and resources, does your organization offer training as well?

53:05

We do let me soon. It's a great question. So if the once this assessment is actually reviewed, and shared, either through the leader in the organization or individuals, there are specific training paths and courses that are available for individuals to take to improve that they're often delivered through live webinars sessions with accompanying documents that come with that. So team members have access to that information. And then what we typically advise is that once you sort of have this baseline assessment done, you go back and reassess those individuals to see how well they've done through those training courses to see if those scores improve. The one piece that we didn't show you here, and it's more for confidentiality sake is that you can then assess your team across the industry standard. So we have this assessment out through hundreds of teams and individuals in this recruiting sector, recruiting and sourcing sectors so you can see where your team is benchmarked against another one. So there's a lot of ways that we can support through the training paths as well.

54:18

Very good. And we'll take a couple more questions. There's a lot of interest from the audience and a lot of great questions. So probably a couple more before we wrap up and stay with our time. I was curious as well, Shelly or Patty, do organizations How often would you recommend organizations assess their resources is that once a year, what kind of frequency would you recommend? So Shelly, why

54:48

don't you go ahead and take that?

54:52

I think it's a good idea to start at the beginning when someone has joined the organization so you have a good before Picture, I don't know, if I would advise any specific frequency or cadence after that, that I think it would be something that matches your internal development cycles. So if you're going to send them to some training, send them to a conference, you can, you know, utilize the recommendations that we provide, think of think of this assessment as providing a prescription, you can then take that prescription and fill it at any pharmacy, obviously, we have an in house, we have a house pharmacy that we'd like for you to use, but you're not required or bound to that you can develop your own, you can purchase others, and so on. So I would say after you've gone through an evolution of that and completed another program, whether it's ours or someone else's, rather than saying every year, you know, let's take a look at we're going to send everybody to a conference, and we're going to send them to two conferences this year, at the end of the year, then we'll do another assessment and see if, you know, having sent them to these conferences was worthwhile, did they? Did they pick up any additional skills, so it doesn't necessarily have to be, you know, on a yearly basis. Now, that said, you may have a program where there's continuous development and internal coaching. In that case, then you probably want to create a cadence that's reflective of that. I've seen some organizations have requirements where they have a quarterly webinar, or they have, you know, some sort of quarterly or monthly lesson. So that's gonna depend on you. But I don't really prescribe anything specifically related to a cadence.

56:31

Very good. I think the one other clarification if you can help us Challis since we have a mixed audience do we have for different jobs and different organizations representations from recruiting and RPO agencies versus the direct employer? Now, your assessment tools, these are not available for individuals, these are for organizations, is that correct?

57:00

things, right. So you know, you as the organization 10, assign the assessment to individuals in your organization. But if somebody is not going to be able to go online, use a credit card and pay, you know, 20 bucks to take the test. This is a team based approach, we really haven't defined what the size of a team would be. So if you have four people, 12 people, 17 people, one of the things that we can do with it, you might notice some of the interfaces, it looks familiar, it's because the the visualizations are being done through pretty traditional visualization techniques, such as Power BI. So one of the things we can do is if we know in advance that there are groups, for example, so you have 100 recruiters, and 20 of them are industry 20 of them are technology, or whatever you can, you can group them that way so that when a team leader, the team leader of the 20 that our industry logs in, they see their group compared to the entire organization compared to the world. So we can group them that way if we knew in advance coming into it, but it doesn't really there's no defined team size.

58:12

Very cool. So we That was excellent webinar today. And we loved having you both patty and Shelly, thank you so much for your time. Patty, any last points here or any last thoughts before we wrap up our webinars today, and you're very good. Well,

58:32

thank you so much, just wanted to thank you for the opportunity. And for those that did attend, feel free to reach out to myself or Challis numbers are here. We're happy to help and just brainstorm ideas with you as well. So thank you all and hope that you felt that this information will be useful as you think about your next training and development for your recruiting teams. Take care of everyone and Happy Holidays to you.

58:57

Thanks, everybody.

58:58

And thank you both, if I may have a minute. I do want to we have a lot of new audience to the RBA. So I do want to take a minute and just introduce our audience to some of our resources as well and the organization. So if you're new to the RPO A, the recruitment process outsourcing Association is a member driven, mission driven organization serving the global RPO ecosystem and striving to be the place to go for RPO. Our mission is to nurture a collaborative community where thought leadership can be created and curated to educate the marketplace about RPO. As an organization that RPO a serves the global RPO community. This includes anyone in talent acquisition interested in RPO that includes RPO providers, buyers, recruiting technology providers, HR consultants, analysts and academics. We produce quality content In collaboration with corporate members and spark sponsors like aspiring on our call today, our content is focused on talent acquisition trends and best practices for the RPO community. The RPO Leadership Forum is a webinar series hosted on the third Tuesday of each month at noon, Eastern Time. This is our last webinar for this year and we will resume our monthly schedule in January and should have a new and great lineup of speakers and topics so mark your calendar for the third Tuesday of January for our next event. You can find upcoming events from the RPA on the website and their events, the recordings for our webinars and other content you can find on the RPO Academy also available on the website. We hosted our second annual RPA conference on October 12. conference sessions are currently available to watch on demand. I invite all of you to access those. With that. I hope you enjoy today's conversation. Please stay connected, stay engaged and stay informed of what's happening in the talent acquisition and RPO world by tuning into the RPO A, the place to go for RPO thank you again for our wonderful speakers, Patti and Shelly would love to have you again sometime soon. And see you all again. Have a wonderful day.

1:01:35

Thanks Lamees Bye bye