



Perfecting Your Senior Hires Delivery And Strategy

Created by:

in-house
RECRUITMENT
network

In partnership with:

HorreyCole
BEYOND SEARCH

Introduction.

'Perfecting Your Senior Hires Delivery and Strategy' was an intimate speaker and round-table networking breakfast event for 30 management-level in-house recruitment & HR professionals, all of whom were responsible for the delivery of £70k – 300k level senior hires. We enjoyed some seriously engaging talks from our three specialist guest speakers who shared their insights and experience on senior hiring and what a 'senior' hire really is. We spent the course of the morning delving into the intricate world of high level, executive hires where we uncovered challenges, solutions and best practice. For this breakfast, we partnered up with the fantastic team at HorrexCole, ensuring that top expertise was at hand throughout the morning.

Who spoke?



Jon Ridout
Head of Executive
Recruitment
BT



Victoria Odhams
Resourcing Team Manager
M&G Investments



Paul Slezak
Cofounder & Head of
Marketplace
RecruitLoop

What was discussed during the breakfast meeting?

- Coping with the up and downscaling of business demand
- How to ensure you offer significant value and a strong ROI to your business
- Market trends, skills and salaries
- The ability to effortlessly switch between industry and skills sectors
- How to build your employer brand and talent attraction strategy
- The very best tools and tech

This document has been created as a follow up to this event to highlight everything that was discussed during the two intimate roundtable discussions that took place. During the next 13 pages, you will discover the challenges which are currently being faced by in-house recruiters who are responsible for hiring top-level talent as well as future objectives and tips as to what is working extremely well for functions right now.

The In-house Recruitment Network.

This breakfast event was attended by around 30 members of the In-house Recruitment Network. The In-house Recruitment network is the fastest growing community for In-house Recruiters and HR professionals in the industry. Members benefit from helpful and informative online forums, specialist breakfast events, high value conferences and of course the official In-house Recruitment Awards. With almost 10,000 members, the In-house Recruitment Network is the largest, most active professional network of In-house Recruiters in the industry, hosting over 25 high calibre events and meetups a year, the In-house Recruitment Network is the perfect place for intimate peer-to-peer networking and knowledge sharing.

HorrexCole.

HorrexCole specialise in the appointment of experienced senior professionals. Our novel approach offers clients total flexibility when they are seeking talent to fill Senior Management, Director, Specialist and Professional level roles both in the UK and globally. We use a progressive charge structure which can be used for whatever part of the process clients require, used only when it is required, or for a fully managed process. This drives excellence in professionalism, speed and efficiency.

Our International network of accomplished specialist search consultants deeply understand the importance of making the necessary investment to ensure we find and attract the talented leaders that are pivotal to the future success of clients. Our approach ensures the return on that investment is maximised.

It is our business to understand client's businesses. We represent a client's brand, not our own. Our search consultants have rich leadership and search experience across industry and functional practice and are allocated according to their experience and expertise. This ensures our sector and candidate knowledge is focussed on researching the most relevant trends and talent pools.

What are the main challenges?

Reliance on SHREK firms

There is a strong desire to avoid relying on SHREK firms as a department and really get to grips with senior hiring based on a direct resourcing model.

Volume and agency spend

Gaining control of agency spend can be very difficult when you're pressured for internal resource whilst battling a high volume of roles. The volume of roles tends to be one of the main drivers towards increase agency spend.

Time to do direct sourcing

Every recruitment function in the world would do their own direct sourcing if they could, but finding the time and growing the team to a size to facilitate this is a challenge.

ATS not fit for purpose

The ATS has been a major gripe for in-house recruiters for several years, and no matter how many solutions are out there, it remains one of the greatest challenges across all levels of recruitment.

Understanding the skills gap in the business

In larger businesses, it's difficult to have a true understanding of the skills gap that might exist. Being aware of what is missing is a priority when hiring senior executives because these are the people who can make the biggest difference.

Telling a consistent story of business

This is about understanding your employer brand and making the most out of it. It's all about priorities and for many teams, figuring this out isn't at the top of their priority list. Sourcing, interviewing and offering obviously comes first in the pecking order.

Server hiring as a global practice and the join up with internal and external candidates

For companies with an international presence, rolling out any kind of strategy or process globally is going to pose several problems. Cultural and geographical differences only make up two of numerous major areas of contention surrounding senior hiring on a global scale.

Candidate care

Hiring at a senior level requires more focus on candidate care than many people anticipate, far more than would be required at entry level. Ensuring this is fully accounted for and delivered in the right way is imperative.

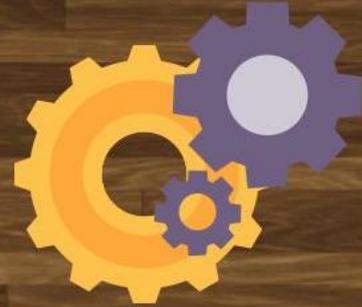
Recruitment Resource

This is the simple challenge of headcount in recruitment. It is usually a case of not having enough people in the recruitment team to deliver in the best and most effective way.

What are your short, medium and long term objectives and how are you looking to achieve them?



Provide a consistent delivery of quality service and talent



Get in-house recruitment process in order



Improve both candidate and hiring manager experience



Establish our EVP and the story of the employer brand



Talent mapping & talent pooling



Increase the number of in-house hires made versus SHREK and other external agency help



Increase team size to push savings on external recruitment resources



Get solid buy-in from senior management and hiring managers

What's working well for you right now and what tips can you offer your peers?

Trust from the business

If the business is aware of what you do as a function and how important you are in the overall operation of the organisation, it is going to be a lot easier to deliver results where senior hiring is concerned. It takes time but it's vital you become known as a trusted partner internally.

Senior sponsors

Gaining the ear and support of the most influential senior executives within the business is the best way to get buy-in to help aid and improve your recruitment delivery. This is all about knowing who your cheerleaders are within the business and getting them involved.

Admin and sourcers to support the main resourcing function

If you can obtain that extra bit of resource and support for your recruitment function, it's going to free up a lot of the time you need for sourcing and headhunting your most high-value roles.

LinkedIn

LinkedIn, as a tool, is invaluable to in-house recruiters who specialise in high-level recruits. It's a brilliant way to market the employer brand, raise the profile of personal brands within the business and to attract talent into your organisation. If you're not using it you're missing a trick. LinkedIn is the perfect place to start the most sensitive conversations in a social, non-threatening way.

Managing expectations

Managing expectations effectively for both candidates and hiring managers from the start, will ensure a smooth process throughout. It's key to be honest throughout your senior hiring delivery because it is at this level where communications are most sensitive. Ensuring that all parties know where they stand at any given time will save an awful lot of headaches.

Strong communication

Communication is pivotal across all industries, disciplines, businesses and indeed relationships. Remaining transparent throughout the recruitment process will not only gain you the trust and respect of your most sought-after candidates, it will also encourage better relationships internally between the recruitment function and the most senior stakeholders involved.

Feedback

Another important aspect of the recruitment process is gaining feedback from both candidates and anyone involved internally. This not only helps to improve the process for future campaigns, it also ensures better hiring decisions further down the line.

Top Questions Answered.

We asked which questions had remained unanswered from the event. The following pages are aimed at answering those top questions.

The Recruitment CRM v. The ATS

There seemed to be a little discrepancy among in-house recruiters as to the difference between the CRM and the ATS and why both are equally as important as each other for the in-house recruitment process, particularly when hiring at a senior level.

Getting the right tech in place can make all the difference in recruitment, and understanding the functionality of systems is crucial in delivering an effective recruitment service.

ATS

Your ATS is a repository for applicants and it helps manage the application process. It is often one of the first experiences candidates will have with your hiring process and is therefore very important to get right.

CRM

This is totally different to the ATS. The recruitment CRM is your candidate relationship management system, which serves both jobseekers and active candidates. It is this system that gives you the opportunity to create talent pools and nurture relationships with both active and passive candidates. For all levels of recruitment this is vital, but for senior hiring it can be your secret weapon to success.

As it stands, it is the ATS in recruitment that takes all the limelight but the CRM is fast becoming recognised as one of in-house recruitment's most important tools.

Who needs a recruitment CRM?

Many in-house recruiters will argue that they don't need a CRM because they already have an ATS. If you're trying to decide on whether your function needs a CRM, ask yourself the following questions. If you answer yes to any of these questions, a CRM will be hugely beneficial to your team:

- Do you actively source candidates?
- Does your team currently use spreadsheets to manage their candidate data?
- Do you have more than one recruiter in your team?
- Do you have any hard-to-fill roles?

A good CRM will help relieve the pressure in these areas. The last thing you need when you're communicating and engaging with senior candidates, is a glitch in your process. It needs to run as smoothly and as efficiently as possible.

How To Keep Senior Candidates Engaged In The Recruitment Process

Looking after senior level hires is the time to take candidate experience and engagement very seriously. If you miss a trick, you could lose them in an instant and we are talking about candidates who are few and far between and tend to be in high demand; you're probably not the only business who is interested in them.

What can you do to keep senior level candidates warm?

Keep in touch

Always check in. It doesn't matter if you have updates or not, you need to keep your candidates in the loop. Changing jobs is a huge and incredibly sensitive life change for anybody, but even more so for senior level candidates. At this sort of level, things can take a bit longer to work out internally so it's even more important to keep candidates in the loop. Candidates will hold you in much higher regard for being transparent throughout. Weekly contact a must.

Be personable

Recruitment is human-to-human and you need to be accessible. Anxiety and stress levels are likely to be higher for candidates considering high profile moves so it's important to do as much as you can to relieve the pressure.

Ensure a sleek and smooth process

You don't need to overcomplicate the hiring process, especially not at a senior level. There will be enough hoops to jump through as it is so the last thing you want to do is drag it out. Journey through the candidate experience yourself and identify points for refinement and areas which could be improved. Always think like a candidate.

Why should you care about keeping candidates warm?

They will choose you. It's as simple as that. The better the experience you offer, the more likely they are going to favour your offering above other opportunities. It will also ensure a faster placement and help raise credibility internally.

How To Incentivise Senior Management To Champion And Prioritise Talent

Senior level professionals are far more likely to respond to and identify with their peers over someone with the title recruiter. The real challenge appears to be getting senior management involved in the hiring process internally and providing them with accountability throughout the process.

Educate

It's important that senior management are aware of the importance of talent and its link to overall business performance. You need buy-in if you want good people and it's important that you really educate the business where this is concerned. Sometimes, the lack of appreciation is as simple as a lack of knowledge in the first place.

Make them accountable

Hiring is a team responsibility and at a senior hire level, this is even more pertinent. It is likely that you will seek the input of many senior stakeholders so make them accountable for that final decision. This helps you because it diffuses responsibility and increases the chance of a sound hiring decision. It also means that your senior management team will take the entire process more seriously therefore increasing overall buy-in.

Get them excited about personal branding

Social media and senior stakeholders don't always mix, especially if you're operating within a more traditional corporate setting. Getting senior management to champion themselves and the business on social media can be a challenge but there are things you can do to alleviate this and improve their personal brand without an awful lot of input by them. The LinkedIn profile is the obvious first place to start. Providing senior stakeholders with the guidance they need to optimise their profiles to the fullest is essential. Even better is if they have no LinkedIn presence at all. Mould it to your specifications as a hiring function whilst keeping them fully involved and connected.

Minimise their workload

Make the recruitment process as easy as possible for senior stakeholders by minimising their workload as much as possible. This might mean more work for you but it will ensure a smooth and slick transition for candidates through the hiring process.

Show them tangible results

Do your research. Find examples of how your organisation or other organisations have successfully hired senior level talent with senior stakeholders acting at the forefront of this. It's important for the business to appreciate how important these top-level hires are and more often than not they will respond to data over simple discussion.

The Presentations.

On the morning of the breakfast event, we had the pleasure of hearing from three specialist guest speakers. These presentations are available for you to view on the following page.

Jon Ridout, Head of Executive Recruitment, BT



Victoria Odhams, Resourcing Team Manager, M&G



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Victoria Odhams – M&G Resourcing Manager
May 2017



Paul Slezak, Cofounder & Head of Marketplace, RecruitLoop



The Conclusion.

Senior hiring is always going to be a more sensitive process than hiring at any other level.

Candidate experience is more important than ever when it comes to hiring talent in that top pay bracket, and as a recruiter, it's crucial that you're on top of your game across the board. From the application process through to the time between final interview and offer, a candidate at this level needs consideration, contact and transparency to the best of your ability. As always, there is the constant challenge of managing and reducing the use of agencies which have an impact both financially and from a candidate experience perspective. Resource, buy-in and simply time internally is vital in fostering a strong senior hiring strategy.

So much can be done to help perfect your senior hires delivery and strategy and many organisations are already making these positive changes; solidifying the in-house recruitment process, improving the candidate experience and holding senior stakeholders accountable are just a few of the things that are being done. We hope these event notes have given you the ideas and inspiration you need to make stronger hiring decisions at the most critical level within your business. We'd like to thank [HorrexCole](#) for their expertise and for partnering with us for this event. For more information and further discussion surrounding the hiring of senior level candidates, get in touch with them.