


# Recruiting Handbook

by



**AtsRecruiter**

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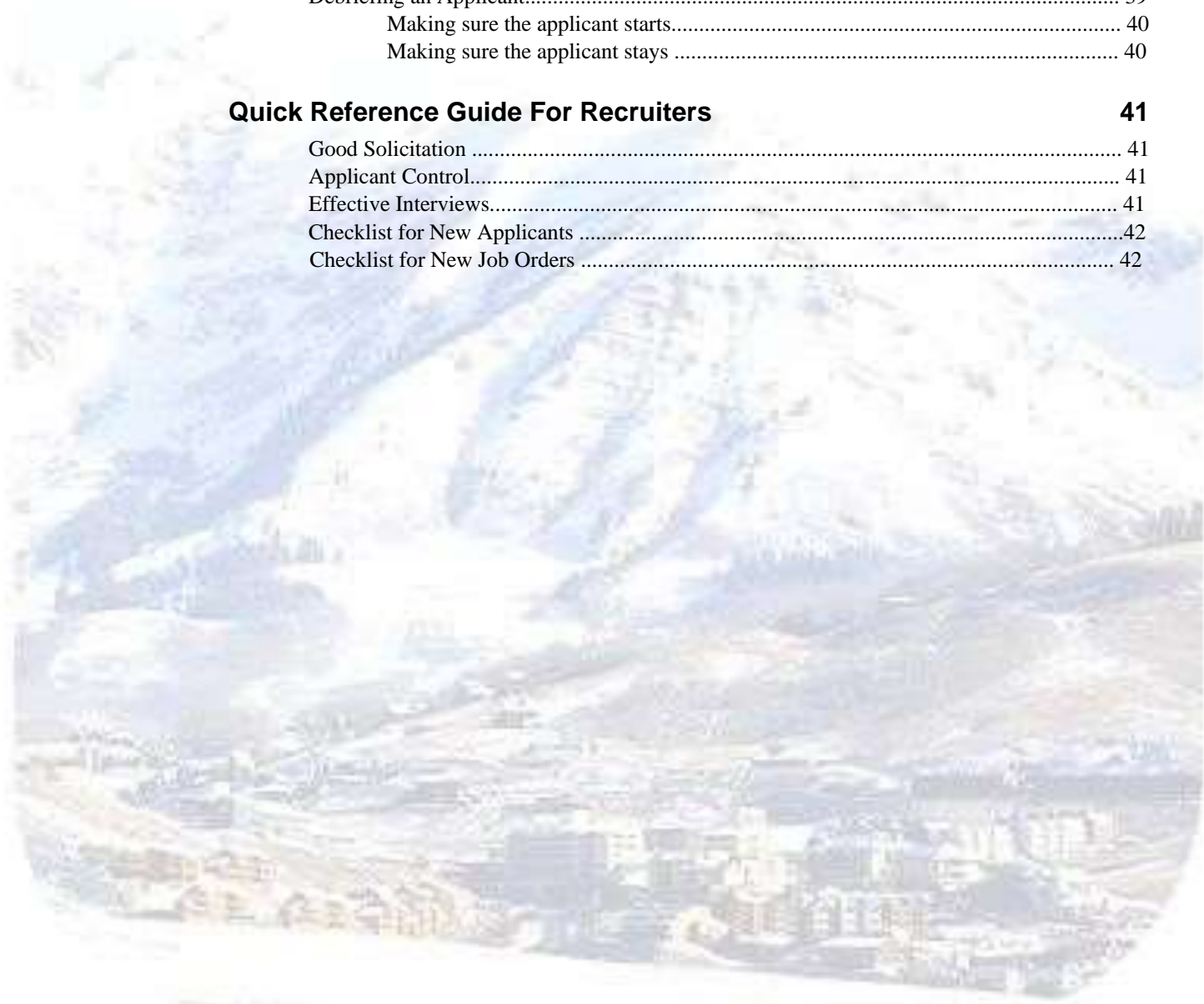
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# The Recruiting Industry Described

The recruiting industry is large and virtually unlimited. Every business that employs people is a potential client and every person in the work force is a potential applicant.

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## Definition

The word *recruiting* has multiple meanings. Technically, it is the process of 'enlisting new members for a party, organization, etc.' The term as used here refers to the profession of placing people in business enterprises for a fee. Several very different methods have evolved and spawned distinct and separate institutions. They can be generalized into In-house, Agency, Contingency Search, Retained Search and Contract recruiters.

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## In-House

This is simply the old personnel department with a new feature. In the old days, personnel people took care of employee records, benefits, dismissals and new hires. Nowadays, with the constant demand for skilled professionals and the high cost of ads and recruiting fees, the 'in-house' recruiter has emerged. These people may be full time employees or hired on a contract basis for a specific period and objective. Their mission in life is to fill open positions as quickly as possible for the least amount of cost. The statistic most commonly measured by is the 'cost per hire'. These people often have a specific industry background, such as accounting, data processing or engineering. They are skilled in interviewing and running ads. They most often lack skills in developing and maintaining a network or database of applicants to draw from.

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## Agency

This label is given (incorrectly) to almost the entire recruiting industry. However, the term applies to businesses whose primary goal is to find a job for an applicant who wants a new job. They may charge the applicant or they may charge the firm who hired the applicant. Agencies who charge the applicant are typically working with unskilled applicants. These firms seem to be dying out. Agencies who charge the firm hiring the applicant are today the most popular and come in all sizes, shapes and colors; for example, there are national agencies such as 'APPLE'. Agencies specializing in a particular field or industry such as temporary helps, insurance, aerospace, nursing, doctors or computers. Their method of operation is to find a person who is looking for a job and then conduct a telethon of known firms who hire this type of person, soliciting interviews until the applicant is hired.

## Contingency Search

These people fall into the 'headhunter' class; they look and act very much like the agencies described above. To many clients and applicants, there is no difference between a Contingency Search Firm and an Agency. There is a distinct difference, however; Search Firms generally get a job requirement from a client firm and conduct a search for applicants who match the requirements. The search is conducted via calls to an existing database of known candidates who match or may know people who match and 'cold' calls from lists or leads on people who may be a match. The key here is that these calls are made to applicants who are not necessarily looking for a job and need to be sold on the opportunity. This is in contrast to an agency, which is always making calls on behalf of an applicant who wants a new job.

Contingency Search Firms require a higher skill level from the recruiting staff because of the need to have more knowledge in the particular field and more sophisticated techniques regarding searching for and selling an applicant. An agency recruiter just needs an applicant, which is provided, and a list of people to call.

As a result of the differences above, Search Firms tend to fill positions in the higher salary ranges and positions that have high skill requirements. However, Agencies and Search Firms overlap and compete in many areas and often have characteristics and methods that blur their definitions.

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## Retained Search

This is the top rung of the recruiting business in that these firms fill the top positions at most companies. They work on retainer, which means they get paid a fee for finding people who someone in the client company has directed them to find. The word 'headhunter' was coined here. These recruiters get paid for finding qualified candidates and arranging 'meetings', not for hires. This is the key difference between Retained Search and Agency and Contingency Search. Once they get the retainer, the competition with other firms is over; they have won the deal. Contrast this to Contingency Search firms, which are not only competing for job orders but also must continue to compete for the hire, because they do not earn a fee until an applicant they have presented starts at the client company and very often must survive a guarantee period.

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## Contract Recruiters

These are either long term in-house recruiters or search firm/agency recruiters that work on site at a company. They work for a specified amount of time or until target positions are filled. They work on an hourly or per hire basis as independent recruiters. Contract recruiters are prevalent in an industry that has strong market fluctuations and go through periods of 'heavy' and 'no' recruiting.

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## Recruiting Laws/Regulations

Laws and regulations applying to the recruiting business parallels what is being said today about the Internet 'Anarchy'. Common sense is your best guide. There are some attorneys who specialize in the recruiting industry

(Jeffrey G. Allen in Beverly Hills, California) and would be the best source as to what laws and regulations apply to your business and location.

Often, if a matter comes before the courts, precedent (prior cases) plays an important role.

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## Recruiting as a Career

Recruiting is easy to explain:

- Find a client with an open position and then find a person who is qualified to fill the position;
- Get him/her to meet the client;
- Convince the applicant and the client that this hire is good for both of them and;
- Collect a fee.

Recruiting is hard to do. Only good recruiters make a lot of money; average and poor recruiters make no money at all! Recruiting is a sales position where your buyers are also the products you're selling (applicant and employer). The majority of a recruiter's time is spent on the phone selling! The skill in the recruiting business is the call. The call can be divided up between the client and applicant, but there are some general considerations that apply to both which are covered in the next section.

# The Art and Science of Making Recruiter Calls

A recruiting call involves 5 phases:

- Introduction
- Probe and Present
  - Close
- Uncovering Objections
  - Reassurance

How a person uses her/his voice in each of these phases is very critical to the performance of each phase. The figure below is a checklist for evaluating voice techniques

Category	Good	OK	Needs Work
Accent			
Authoritative			
Comprehension			



Diction			
Enthusiasm			
Face			
General Reaction			
Grammar			
Listening			
Pronunciation			
Rhythm/Variety			
Thought Structure			
Tone			
Volume			

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## Turning the Call

When a salesperson (recruiter) makes a call and gets an objection to the initial proposal, there are good ways and bad ways to handle what happens next. Good ways fall into the following:

**Factual Denial (Misinformation).** Headhunters can't help me. 'You're right. What you may not know is....'

**Rephrase a question and answer it.** 'I see, so what you're asking is....'

**Yes, but (and).** 'Yes, headhunters are a problem and....'

**Yes and (get to thicker ice).** 'Yes, headhunters are very expensive and we have to produce; otherwise no one would use us....'

**Compliment and move on.** You're all alike. 'You're absolutely right; I can see you know about the recruiting business. You probably know the breakeven point where it is justifiable to use headhunters.'

**Lower the commitment.** 'I can understand your reluctance to use too many agencies.'

**Panic Button.** 'I understand (*restate objection*)....' and at the same time present benefits.

**Feel, Felt, Find.** 'I understand how you **feel**; many have **felt** the way you do; what they **find** is....'

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## WORDS - The Tools of the Recruiter

Recruiters have many tools at their disposal: the *Gopher Recruiting System*, the Internet, telephones, fax machines, resumes, reference materials, client and applicant files, etc. But all of them pale to the most powerful tool of all: **WORDS!** Knowing them and when and how to use them will be covered in

the remainder of this Chapter. They will make the difference between failure and unbelievable success!

Since recruiters rely on the telephone to communicate words, they must be sure that they are creating a vivid picture:

### **Words to describe a lot of a particular skill**

ENORMOUS, TREMENDOUS, MASSIVE, IMMENSE, SIZABLE, SUPER, ABUNDANT, STUPENDOUS, RICH, GENEROUS, TOWERING, GREAT, PRODIGIOUS, SUBSTANTIAL, VAST, UNLIMITED, LOADED WITH, NUMEROUS, COUNTLESS, LIMITLESS, PLENTIFUL, AMPLE.

### **Words to describe a thorough person**

COMPREHENSIVE, A TO Z, IN-DEPTH, EXHAUSTIVE, LEAVES NO STONE UNTURNED, PANORAMIC, SWEEPING, DETAILED, METHODICAL, ANALYTICAL.

### **Words to describe someone's personality**

HARD WORKING, PROFESSIONAL, CREATIVE, INNOVATIVE, ENTERTAINING, LIVELY, VIBRANT, VIVID, STRIKING, ARRESTING, CANDID, FASCINATING, INTRIGUING, INCISIVE, ROUSING, HEADY, EXPLOSIVE, OVERWHELMING, DRAMATIC, ENGROSSING, SENSATIONAL, ASTONISHING, MESMERIZING, ELECTRIFYING, BOLD, IMAGINATIVE, EXHILARATING, CHALLENGING, COMPELLING, DYNAMIC.

### **Words to describe a person as experienced in a specific area**

TALENTED, ACCOMPLISHED, AUTHORITATIVE, PROFESSIONAL, ACE, SOLID EXPERIENCE, SKILLED, GIFTED, VIRTUOSO, INGENIOUS, COMPETENT, PROFICIENT.

### **Words to describe a person as being very good at something**

MAGNIFICENT, DAZZLING, SPLENDID, SPECTACULAR, ELEGANT, FANTASTIC, AWESOME, STRIKING, REMARKABLE, GREAT, TERRIFIC, STUNNING, INCREDIBLE, AMAZING.

### **Words to describe someone as being honest**

TRUTHFUL, CANDID, FRANK, SINCERE, STRAIGHTFORWARD, FORTHRIGHT, UP FRONT, INTEGRITY, OPEN, DIRECT, GENUINE, JARGON-FREE, REPUTABLE, RELIABLE, A CRITICAL EYE.

### **Words to describe someone working in a very important area**

CRITICAL PATH, INVALUABLE, ESSENTIAL, IMPORTANT, SIGNIFICANT, CRUCIAL, CRITICAL, VITAL.



### **Words to describe how someone performs a certain job**

EXPLOSIVE, DYNAMITE, OVERWHELMING, HIGH-POWERED, INTENSE, MIGHTY, DYNAMIC, FORCEFUL, HIGH-VOLTAGE, UNYIELDING, UNRELENTING, TITANIC, MASTERFUL, COMMANDING, COMPELLING, VIBRANT, STAGGERING, RIVETING, STUNNING, NEVER LETS UP, VIGOR, ENERGY.

### **Words to describe someone as reliable**

NO-NONSENSE, PRACTICAL, STRONG, RUGGED, HEAVYWEIGHT, TOUGH, DURABLE, DEPENDABLE, GETS THE JOB DONE SOMEHOW, SOUND, TRUSTED, UNSWERVING, FAITHFUL, FIRM, STABLE.

### **Words to describe the results of someone's work**

RAISES, LOWERS, PROVIDES, RESTORES, REVITALIZES, PROTECTS, STOPS, REDUCES, CREATES, CORRECTS, FIXES, CUTS THROUGH, EFFECTIVE, PAYS OFF, DOES MORE WITH LESS, BUILDS MOTIVATION.

### **Words to describe someone as being superior to the field**

FIRST CLASS, BRILLIANT, EXCELLENT, ELITE, DISTINGUISHED, TOPOF-THE LINE, UNBEATABLE, TOPS, MATCHLESS, UNRIVALED, UNPARALLELED, PEERLESS, INCOMPARABLE, TOP-NOTCH, IMPECCABLE, PERFECT, OUTCLASSES, EXCELS, SECOND TO NONE.

### **Words to describe unusual skills**

UNUSUAL, UNIQUE, DISTINCTIVE, A RARE FIND, HARD TO FIND.

## **The Client**

You define a client as anyone who is willing to pay a fee for hiring an applicant referred to them. For the most part, these clients will be Fortune 1000 companies, simply because they have the monetary resources to pay fees.

One of the hardest things for a recruiter is to maintain a sense of worth! The recruiter makes 20-40 calls a day and probably gets 10 rejections and quickly realizes that these clients are being called all the time by many, many recruiters. The result being that it's very difficult for the client to trust that you, as a recruiter, can contribute value to his job!

The fact that you can, and do, should always be the foremost thought in your mind. You do add value to clients! The simple test is that a company is not about to pay a \$10,000 fee for something of questionable value!

You provide value by finding a valuable person in a time and cost-effective manner. You have not just pulled a fast one on a client or applicant. You have just performed a service that will change a person's life forever! A client needs to find a person quickly, the person has to be above average. The

loss the company is facing from an uncompleted project is most always greater than yearly salaries and recruiting fees!

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## Source of Clients

How do you learn who potential clients are? Reviewing the classified ads, referrals from applicants and other clients, *existing information in the Gopher database* and cold calling from purchased lists, telephone directories, vendor directories for specific products.

Trade papers and magazines are also an excellent source. For example, advertisers in LOOK, COMPUTERWORLD, FORBES, etc., are all potential clients.

The classified ads are a special case, since these are qualified leads where you know there is an opening. They give you an excellent feel for the market and are a source of new companies, changes in known companies and maybe a new hiring authority. Begin by combing through the paper. Identify the ads that meet your current project, a particular candidate. Sunday night, cut out the ads you have identified and mount them in a notebook, dating the page. Select the candidate who is best qualified for the ads. Start calling the ads using the cold call techniques described in 'Calling the Client' but with the added knowledge that you know exactly what they are looking for!

And last but not least the Internet. The Internet has changed forever how companies look for people. Start using the Internet today and make use of the 'Sniffers', 'Robots', 'Agents' and search engines to find and communicate with companies who are looking for the kind of people you can provide. *For Gopher users see 'Internet' under 'Tool Bar Buttons' in the Gopher Screen chapter.*

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## Developing Clients

A recruiter needs to maintain a 'one to many' contact with clients continuously culling to the most productive. Gopher's targeted broadcast emailing, snail-mailing and marketing tools empower this vital need to its users.

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Once a client is identified and the contact information is available, client development begins. Client development is the process of making a call to a perfect stranger (client) and developing the relationship to the extent that revenues are generated. The period of time may be 20 minutes or 5 years, depending on the skill of the recruiter and needs of the client. Development depends on what, when and how something is said to a client during a call.

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## Calling the Client

Half the phone calls made by a recruiter are to clients. The topic of discussion is an interview attempt, job order requirements, offers or negotiating fees. The call may either be cold or warm. A 'cold call' is a call to a client that you have no job order with and attempt to get a interview for an applicant or start a rapport by gathering information for future calls.

A 'warm call' is a call to a client with whom you have a job order. Don't be too concerned about this type of call. From this point on a call is a call.



## Differences between Agency and Headhunter Calls

The agency approach is known as the 'Quick & Dirty' method. The headhunter approach takes more time but is more effective in that fewer interviews are needed before a placement is made. Both approaches used by a competent recruiter will generate an equal amount of billings. The differences will be: the agency approach requires many cold calls to clients and generates more interviews, but there is often little rapport between the recruiter and client and it takes more interviews to generate a placement.

The headhunter approach never uses a cold call to a client to generate an interview. The initial cold calls to clients are to establish rapport and set the groundwork for future job orders. The job order may come immediately as in the case of an agency call but the agent has someone, so the interview is established on the spot. The headhunter, however, when he/she receives a job order, does not have an applicant. The applicant must be searched for and often requires 'cold calls' to applicants. When one is found, the call back to the client to generate the interview is not cold and should generate an interview. The problem is time. Can the recruiter find a viable candidate quick enough before the position is filled or closed?

## Preparing for the call

Preparation involves five steps: identifying an applicant, studying the applicant, identifying hiring authorities, script preparation, and preparing for objections.

- 1. Identifying an applicant.** Start with an applicant who wants a job in the area that you are working or have been assigned to. Remember, a client pays fees for employees that possess skills and qualifications that are hard to find through ads or other sources that are not so expensive. So, if they are willing to pay a fee, the applicant must have these characteristics:
  - Years plus experience in the area of expertise required in the job order.
  - Good references.
  - Good track record of an average 2 years or more with every company he or she has worked for.
  - Professional appearance and demeanor.
- 2. Study the applicant.** Review the applicant's background; talk to the applicant to determine his/her strong points and weak points. Have answers for all questions that may be posed by the hiring authority.
- 3. Identifying hiring authorities.** Identify a list of hiring authorities to be contacted. The list should be of reasonable length so that a number of calls can be made in succession, which makes the most valuable use of time, because many calls must be made to generate actual contact with a hiring authority. If the recruiter searches for one call to be made, makes the call and then searches for another call to make, the effort is too fragmented and far fewer calls will be made than if the calls were made



rapidly one after the other. The selection of what hiring sources to call depends on the applicant's background, salary and location. A manager level recruiter usually determines the selection criteria. What is a hiring authority? A hiring authority is someone who can make an offer to hire someone, they usually have the title of Supervisor or Manager and possess open requisitions which are approvals to hire.

**PERSONNEL PEOPLE ARE NOT HIRING AUTHORITIES!** The only time you contact someone in Personnel is when you absolutely have to:

- The manager wants you to and will not see your applicant unless you clear it with Personnel.
- You are trying to get on some kind of approved list.
- You have exhausted all efforts with all managers.
- Informing them of an interview, so they will not be hostile to a possible offer.
- Negotiating offers, start dates, benefits, fees, etc.

### Preparing a script

Prepare a script describing what you want to say about the applicant. No more than three sentences that cover all the key words that would cause the hiring source to stop and take notice examples; 'excellent career history', 'good college', specific skill such as 'JAVA' or 'ACCESS'. In constructing your script, you should be aware of certain positive phrases and words that work better than others.

You are one step ahead of your competition as a Gopher user because you can store the script in the applicants snapshot. The snapshot allows you to emphasize and highlight key points. The snapshot is instantly available no matter where you are in the Gopher system. Now you are ready to take that return at anytime.

- is extremely **AGGRESSIVE**.
- possesses a great deal of **ENERGY** towards his/her work.
- has a **DYNAMIC** personality.
- past employer was very high on his/her **HONESTY & INTEGRITY**.
- work is **SCRUPULOUS**.
- describes his/her past experience in very **FRANK & SINCERE** terms.
- is very **ABOVE BOARD** when he/she talks.
- answers questions in a very **STRAIGHT FORWARD** manner.
- is very **CONSCIENTIOUS** about his/her work. □ answers questions **CANDIDLY & DIRECTLY**.
- is a very **DEPENDABLE, DOWN-TO-EARTH** person.
- has a very **COMPREHENSIVE** understanding of (specific skill).
- is very **RATIONAL & ARTICULATE**.
- is very **PERCEPTIVE**.
- has a very **STABLE** career history.

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- is very **RESOURCEFUL**.

## Preparing for objections

Prepare yourself for objections and secretary screening techniques. There are eight objections that a hiring source will use. Why be taken by surprise. Prepare yourself for them and be ready to use them to your advantage.

You will be frequently caught of guard no 3) 'Don't matter how well 4) you are. Gopher addresses this 5) inevitability having all 6) 'We available from the Gopher menu. 7) 'No

1) 'NO' (dead silence or hang up).

2) 'No openings.'

use agencies.'

'Personnel does all the hiring and agency contacts.' prepared

'We are running an ad.'

only use certain agencies.' objections

time to talk, in a meeting.'

8) 'Send a resume.'

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### **Objection #1: 'NO!' or dead silence or a hang up**

One of the hardest. Try calling back and assume a bad connection. If you are still not responded to, send a letter of introduction describing your company. Call back in a week and try again. If you are still treated rudely, *find another contact in the company.*

On an outright 'no' or just dead silence, another good tactic is to try to get some kind of dialogue going with a question that demands a 'yes'. 'I can understand your response, recruiters can really be annoying can't they? WAIT, WAIT, WAIT. Then after the yes, 'I am really trying to do a good job, what could I do to at least improve my credibility with you?'

### **Objection #2: 'No openings'**

First thing here is try to remember that a good manager always finds a way to make room for someone that will improve his performance and make his life better. No one will throw away an opportunity if they can see and **feel** it clearly! But how do you create the opportunity when the manager doesn't really believe you have such magic!

'I see, does that mean you have all the people you need to perform your job or do you feel you could improve your performance with a better mix or an addition but there is no money to hire?' If the answer is 'I have all the people I need', you have a tougher job. But the general strategy is to try to get a 'yes'. According to the basic universal law, there is always room for improvement; 'It would be nice though if you had a contingency backup, wouldn't it?, I see, but you do agree that things can change or there is always room to improve things, isn't there?'

Another slightly different approach which is a bit more aggressive is to say 'In the event that we can come across someone that is a fit for your area and is head & shoulders over the crowd, when should I call you back?' Another question, 'Have you ever made room for an outstanding person?'



If there is a budget problem, 'Barring budget restrictions, do you need to add people?' 'When does your new budget begin?' Some way out questions if you have the guts to use them. 'Doesn't the pressure of having to hire sometimes blur the decision process into taking what's available? Don't you think it would be better to have several people in mind, to act on the opening as soon as it occurs?'

### ***Objection #3: 'We don't use agencies'***

The person either has a strong emotional dislike for agencies or her/his hands are tied by the boss or the 'evil' Personnel Department. In either case this is a strong feeling!

'I understand how you feel.' MEAN IT. 'You don't know me, but there has to be some good recruiters that can really add value; otherwise, they would not exist, don't you agree?' 'What can I do to try and prove that I could just possibly be one of those people that can add value, without taking too much of your time?' Another good approach is getting them to talk about a bad experience. Ask them to tell you about their negative experience and turn this into an opportunity to give you a chance. 'Are you aware of the difference between an Agency and a Search Firm?' Explain that, unlike agencies, you screen both your clients and applicants heavily. You search for the most qualified candidate for each job order you are given. Or simply ask, 'What happened?'

Another question which would provide useful information is, 'What can the recruiting profession do to improve our service?'

### ***Objection #4: 'Personnel handles all the hiring'***

'Yes, and I will contact them but now that I have you on the phone, I would like to get the technical aspects first-hand. You are more qualified technically than the personnel person. Also, because this person will be working with you, what would be the intangibles for really being able to contribute to your group?'

Another tactic to the above response using a "Lead in", is, always ask a question first and always make sure that you are going to get a **yes**. 'Yes, I can understand your position, if you had to deal with every headhunter that called, you would never get your job done, would you?' Then you could lead in with, 'Well, I'll really try to save your time, since I have you on the phone I may be able to shorten your time with personnel by getting the technical stuff nailed down.'

### ***Objection #5: 'We are running an ad'***

You may or may not already know this. If you do, you are doing your job and you are prepared for the response and have the perfect candidate to present. If you don't, something is wrong with the way you're doing your job or the way your department is being run. In any event, your response is a bunch of information questions after getting the first teeny-weenie 'yes'.

'Ads are certainly more cost effective than paying us headhunters aren't they? Do you have someone doing the initial screening? Whose idea was it for the ad? Who wrote it? We run ads too and they do take some time don't they? Do you find, as we have, that most of the replies are not the most qualified? Our purpose of running an ad is name recognition, which helps in



recruiting the top-notch candidates. Does someone at your company invest in recruiting by aggressively calling people who have not responded to an ad? We have also found that the top people never respond to ads; they always seem to get their jobs from someone calling them. 'How about this, compare your ad response to my one candidate and tell me what you think'? We often work with clients who are running an ad, because it costs them nothing to look at our people and it gives them a first hand opportunity to make a comparison.'

**Objection #6: 'We only use certain agencies'**

This is a tough one; kind of a 'catch 22'. But your best shot is to agree with the strategy. 'Yes, limiting the number of agencies is a matter of survival, isn't it? And when you've got something that is working you don't want to change it do you? But competition is what makes business work, just like you have to compete for your next promotion or job, right?' Chances are you'll get a 'yes' here and the opportunity to use this line, 'I really want to work with your company. What can I do to get that opportunity?' This response really gets the message out that you want the business.

Another good reply. 'Give me your most difficult position, let me do my best.' Then pitch reasons why your company would do a good job; computerized, 10 years in the Biz, etc. Another very effective answer; 'Why limit yourself? We work on a contingency basis; it costs you nothing until our candidate is actually working for you as a productive employee.'

**Objection #7: 'No time to talk'**

You're not going to get an interview here unless you have already built up a tremendous rapport, but you can get something out of the call by setting it up for the call back.

A response that tries to set up camaraderie is; 'I understand, I know success requires teamwork. Why don't I get back to you at (time/day).'

A more aggressive response, requiring more skill is to just keep on talking and get what you need then go for another time.

**Objection #8: 'Send resume'**

What if the manager insists on a resume before committing to an interview? Remember a resume is a *screening tool* used to eliminate candidates, not  
there note system' may give you the winning edge.

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If you are lucky enough to be using Gopher, enter a note pad immediately. The next time you get an opportunity with this person the note will be right there and you will be able to capitalize on the prior objection and possibly make some headway. Gopher's 'immediate view always

If you have Gopher, record 'Left message' in the note pad and move the call on the Calendar forward to another time and date.

qualify them. If the manager insists on a resume, here is what you might want to say:

- Is there something about this man that I haven't told you? What else do you want to know?
- Do you have a specific opening? **Yes**, get the job order. Compare your person to the job requirements and resell applicant. **No**, qualify this 'opening?' as a lead, and think seriously about declining to send the resume.
- This is a hot

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applicant who will be hired soon. You can't afford the time.

- He/she is currently employed and is working with us in confidence. He will be glad to meet with you.
- We have several interested clients but the applicant will not permit us to circulate his/her resume.

- The resume doesn't show this person's drive, desire and determination.
- It sounds like you have had a bad experience with an agency. We are an executive search firm and find **our** people through an extensive network that sifts out only the best. Because of our fees, we can't provide even mediocre people.
- I have interviewed this man at great length and have a thorough understanding of his capabilities. In fact, many things came out in our interview that aren't even on his/her resume. From my understanding of your requirements, I would like to do this, set up a time, and if you feel after the interview, that he/she was not accurately presented, I'll buy you a lunch and do it your way.
- Try me out just this once. It doesn't cost you anything to look. I want you to see the caliber of people we represent.
- Of course, I don't guarantee that you will hire him, but I do guarantee that when you meet him/her, it will be the person I described to you. How about noon tomorrow or is late afternoon better?

All of the above are answers to the only eight known objections in the universe. Used with confidence and the proper voice they will give you the winning edge by making the difference between just a humbling recruiter and a true professional.

Even when they don't work, they work. You're making a positive professional impression that will be remembered the next time the person is called. You will stand out!

### Reaching the hiring manager

But what do you do if you can't even get the hiring manager on the phone because he/she never returns your calls or the 'bulldog' secretary screens you out? Let's take the first problem, getting the manager to call you back.

You have a real

simple procedure here. There is a little flex and skill in how **Record any bits of information in the Gopher note pad. When you get that golden minute Gopher system of organizing and presenting the information you need definitely gives you an edge.**

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the message is left. But the procedure is, call, and if you can't get through, send a letter or email. Three days after make the call again. If you don't get through again, leave a 2nd message and go on. **DO NOT ATTEMPT TO FOLLOW UP AGAIN!** You are at the point of diminishing returns. Look for another hiring source.

What kind of message gets the best response? It is usually best to leave specific information, but try to avoid information that will be used to screen you. A good message would be 'This is Ann' and just give the number. If asked the nature of the call, state that 'he/she will know' or 'I sent some requested personal information that I am following up on.' If you give the



secretary the entire message before she asks, she most often will not screen you out.

The second problem, and without question one of our

politeness, flattery, or persistence can break down a bulldog secretary screen.

Do some research, find out her/his hours and normal working hours. Take note when she/he takes lunch. Find out when she/he arrives and when she/he leaves.

---

## Getting the Interview (Making the Client Call)

*Review the Gopher Note Pad records on the person if available and use the information in your presentation.*

Make the call by asking for the person. When the hiring source answers the phone, respond with good volume, enthusiasm, confidence and absolute conviction that you are providing a valuable service. Tell him/her who you are and what you do and then, without a pause, *present your candidate in no more than three sentences using Gopher's snapshot and then wait for a reply no matter how much dead silence: WAIT!* If the manager starts asking questions, answer them quickly and go for an interview time. If the manager begs off on an interview time and wants a resume, try to get a conditional time for cancellation if the resume doesn't check out with what you have

Managers usually prefer some times when no one else is around, either early am or late PM. Knowing when the hiring manager is most vulnerable to be unaccompanied by the secretary gives you the edge on when to move. Then be prepared to call! When you're effective in this initial contact the bulldog becomes a pussycat.

Gopher snapshots are potent tools used for both applicants and clients for scripting calls and recording information for the next call.

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biggest hurdles in providing a service to client companies, is the 'bulldog' secretary.

Let's cover some of the things that you don't do.

- Don't start working with the secretary, i.e. taking job orders, sending resumes, trying to get responses from resumes, etc.
- Don't give the secretary too much information.

Perhaps the best response to a secretary is: 'This is personal', and just give your first name or 'I need a reference from him, what's the latest he returns calls?'

Or evade her/him. Make it a top priority to make contact with **the** hiring manager when he/she is most likely to be reached directly, when his/her secretary is unavailable. This is because not any type of

Sending information on your company after a call is one click with Gopher.

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described. You should make at least three attempts for an interview time without a resume.

Even if you don't overcome objections and don't get the interview or even a job order, remember that you earn your money from information and rapport. *Get information and record it in Gopher for the next time you call and get to know the individual. Here is a list of information that would help the next call if it were recorded and available in a Gopher snapshot:*



- Have they used agencies?

- How is business: expanding, losing money?

- Who is their toughest competition?

- How many people in DP?

- What kind of a company is it to work for?

- Can I get some brochure information?

- How long have you been there, at the present job?

- We like to stay in touch with birthday cards. What's the month and day of your birthday?

- What areas are you responsible for?

- What are your major goals?

- In evaluating Search Firms, what do you look for?

- Off the record, what's the biggest challenge facing you in your present position?

If the client refuses to provide information, then your final words should be 'Thanks for your courtesy and time. I will just send you some information on our company and check in with you at a later time to see if things have changed.'

---

## Taking the Job Order


If the client has an opening, get the job order! Recruiters often do not recognize the opportunity. For example, after your pitch of a candidate, the client responds:

- 'Salary too high.'
- 'You must talk to personnel.'
- 'I need someone with more ....'
  - 'Can't use agencies.'
- 'You are calling the wrong area.'
  - 'I know this candidate.'

These are all clues that there is a job order! Now you should get some specifics; don't let this person off the phone until you get the following, because you never know when you will be able to get him/her on the phone again (the golden minute).

### **Questions to ask when taking a job order**

- Title of position.
- Education requirements.
- Salary range; highest they will go for the perfect candidate.
- The position reports to who.
- Will the person supervise or lead in any way.
- What does the company do.
- Intangibles, what would you look for between two people with the same technical, experience and educational background.

- 
- What's more important to your group: technical abilities, product experience or personality.
  - Career path, opportunity for promotion, long term opportunities. How rapidly have people been promoted.
  - What is the 'drop dead' date for having someone hired.
  - Travel, overnight or same day.
  - Location/address of interview.
  - New position or replacement.
  - What will the person do (describe a typical day).
  - How long has the position been open.
  - Is this a growing company, how many people.
  - What's the interview process.
  - How long will the interview last.
  - Who will interview.
  - Is there a test/application to fill out.
  - Who extends the offer.
  - When does Personnel get involved.
  - Benefits: flex hours, medical, dental, vision, medical for dependents, pension, profit sharing, pregnancy benefits, parking, lunch program, raises -- when, how much, performance or costof-living.

***Additional questions for computer field job orders***

- Required languages and years of experience for each or lines of code written.
- Database experience.
- Types of applications needed.
- Operating system experience, specific computers needed.
- Development or maintenance, if maintenance, on call status.

If you are a Gopher user the information goes into your job tab. Everything you enter is searchable for later retrieval and with Gopher it doesn't matter 'how', only that you enter as much as possible. This technique provides priceless research material because Gopher can find anything, anywhere, anytime.

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- Nature and scope of the development or importance of the system being maintained.
- Size of group.

**Additional questions for accounting and finance job orders**

- Private or public.
- Division or corporate office.
- Dollar volume of sales.

All of the above information should be entered in the job order record.

Remember, responses to the above are:

- From the point of view of one individual. Policies and biases of others will influence this person.
- The interpretation

of the recruiter and represents what was 'said' by the hiring authority. Very often, what people say and what they do are completely different. For example, a hiring authority might say the person must have a degree, and then you find out at a later date that they hired a non-degreed person because she/he had so much experience in a particular area.

- Very often formed by what and how the job order questions are asked. For example, 'A degree is required, isn't it?' as opposed to 'Which is more important, specific experience or education?'
- The ideas, attitudes and perceptions of one individual who can change very quickly. Judgment is a big part of handling a job order.
- The more specific information on qualifications, the greater the potential for unfavorable results. Over qualification and prejudgment by the recruiter often lead to failure. This may sound like an about face but it's not. You can never have too much information; information provides the opportunity for creativity. But specific information on the 'must's' of a job order and blind adherence to them is dangerous because it kills creativity.

**Debriefing clients and getting offers**

Your applicant just interviewed with a client and you want to know what you do next. This is a very critical phase; the good recruiters make the marginal deals happen here. Of course, the clients that are really interested can be de-interested really fast with a bad debriefing.

Always, always, always talk to the applicant first! Find out how the interview went, and get the particulars covered in 'Debriefing an Applicant.' Once you have debriefed the applicant, you should be armed with what to discuss with clients.

Call the client immediately and say how much the applicant liked the job and how eager he/she is to work for them! Never give the client a chance to talk first or ask how it went without already knowing from the applicant debriefing.

Always cover the following with the client:

The questions for debriefing are always immediately because it is so easy to get recruiter.

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1. 'Did the applicant talk to anyone else?'
2. 'What questions were asked (were they general or specific)?'
3. 'What do you think about their qualifications?'
4. 'Did you discuss a salary figure. What was it?'

a client are so vital that in Gopher they are available from the Gopher menu off track even for the most experienced

were asked (were they general or



- 5. 'Did you ask for references? What were they?'
  - 6. 'When will a decision be reached?'
  - 7. 'What will be the job title?'
  - 8. 'What will be her/his responsibilities?'
  - 9. 'Do you have an interest? Target start date?'
  - 10. 'Any other openings?'
- 'Dan really wants to work for you; he feels it is a chance of a lifetime, would even be flexible on ....'
  - 'And, given a chance, would work on his own time to overcome....(weakness).'
  - 'Pam was ecstatic about the position; she feels she could really learn from you. Your straightforward approach was refreshing and she is anxious to contribute.'

The client will either respond to the above with an offer or say one is coming or state an objection.

- Like him/her, wants to make an offer! GET OFFER, start date, determine if an offer letter is going out and find out when and make sure the individual mailing it has the correct address. Find out if they are going to do anything else regarding this hire that could void the offer: salary check, transcripts, references, medical, etc.
- Like him/her, needs references. Tell them you have done them and you would be happy to mail a copy of them.
- Liked him/her, needs to interview more people. This is not good! Many recruiters come off of this response thinking they are still in the running. Something is preventing him/her from making the offer. Be convinced that there is something! Try to uncover it and deal with it! Either with more facts from the applicant or a follow up letter.
- This person is number 2. Try to find out exactly what would make him/her #1 and proceed to expand these characteristics/qualities in your candidate. Find out when an offer is going to be made and how soon they will have a start date for #1. Follow up and make sure #1 started. If not, push your #2 person like crazy.
- Not interested because .... Make sure the reasons are valid. If not, correct them and try to get the offer. If they are valid try to close the client on a person with all the right stuff! How quick

Some examples of some opening lines:

- 'Isaac really was impressed with your organization and felt he could make a positive contribution with his skills.'

- can you make an offer; how far can you stretch the starting salary?
- Liked him/her, would like him/her back for a second interview. If, the first interview was with Personnel and this second is with a hiring manager, it's okay, but not the best situation. You should always try hard to get all the interviews to happen on the same appointment. Second interviews double your work and time! But a second is better than a 'no!' So, here is how it should be played if it is with the hiring manager. Make sure you know how this manager interviews and his/her *hot buttons!* You should know by now why this position is open and other Job Order questions but if you don't, it's now or never!

If the first interview was with the hiring manager and the second is with Personnel, you're in pretty good shape. Just make sure that everything is in order, for example, correct last salary, references check out, education is correct. Make sure you know what the applicant is going to say when asked salary questions.

If the first interview was with the hiring manager and the second is with his peers or bosses, you've got big, big problems! This person is looking for a reason to disqualify the applicant. You should always try to prevent this from

occurring! Your best bet is to have this interview occur as the first interview. Your last option is to try and diffuse the situation by talking to the hiring manager and preparing him/her to overcome the boss's objections, i.e. 1) Didn't answer my question correctly, 2) Not the right chemistry, 3) His/her qualifications in area are weak.

Ask the hiring manager how he is going to handle these objections. Tutor him/her without being obvious. Get him/her to say how much he/she wants this person and how valuable he/she is going to be.

### **After Offer and Acceptance**

Now that you have a start date, everything is done and you are waiting for the commission check, right? Wrong! In the next breath, after telling the client that your applicant has accepted, you must ask what other positions you can work on. If the answer is none, ask for referrals or who else you can call.

Your next question is who do you send the invoice to and what is the approval process for getting the invoice paid. This is the beginning of the collection process, which often is the responsibility of the recruiter who has worked with the client in making the placement.

The object is to get the commission paid as quickly as possible for several reasons. The first is obvious, it's your money and it's not doing you any good in their bank. The second reason is not quite so obvious. If the applicant for any reason is not working out, you need the control in order to try and refill the position. If you don't get the check, you are at their mercy and will never see the money. You need to know the steps in approval for payment so you can call and push for payment. The first call you make is to the person you mailed the invoice to and verify that they have received it and everything is in order. If you do not do this and the payment deadline comes and goes and no check is in sight you can bet that the invoice has been lost or they will claim it was never received. Invoices always, always get lost!

Gopher's calendar system is an excellent way to stay on top of the collection process because it is so easy to move the steps forward and always of a few of the persons notes no matter who spoke with him /her last.

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The best time to call for verifying receipt of the invoice is the applicant's start date. *Always record this in your Gopher calendar.* All invoices should be mailed to

be received at start date. The verification of the invoice receipt is a secondary objective in the call. Your primary reason is making sure the person has started and everything is okay. Sometimes the applicant has the start date or time wrong and you want to smooth this over very quickly!

So your first call is at start date. Your second call is a few weeks after start date to confirm that everything is OK and to get more job orders. *Again, use that Gopher calendar!*

The only other calls made after two weeks will be if the check has not been received on time. You call the person you mailed it to. If they have approved it and followed up as far as they can, then you must call Accounts Payable and determine what the holdup is. If you have negotiated the fee properly, the check will be paid very quickly when you explain the circumstances.

When you call Accounts Payable, always call as an Accounts Receivable person just doing his/her collection job. The procedure is that the full fee is due rather than the discounted fee if payment is not received on time and/or the guarantee period is void. How a fee is negotiated for these features is covered in the next section.



# The Applicant

An applicant is any professional (college degree) who is qualified to fill positions that you recruit for. These applicants can come from any part of the world and from any career or company. Some general characteristics of an applicant are: Minimum 2 years in a skilled position using the skills required by your client; College educated; Stable job history (an average of two years with each company); And in the top 10% of his peer group in terms of overall quality, image and professionalism. For the most part, clients will not pay fees for people that do not measure up to the above. Why should they? They or their Personnel department can find the average run-of-the-mill types for no fees by running ads or from walk-ins.

Okay, where do you find these *high rollers*? You find them through ads, referrals, existing files and lists (telephone, membership, and subscription lists). Wait a sec here! Didn't I just say that ads attract marginal people? Yes I did. But the ad is just the start for us because our process is one of nurturing and cultivation until the fruit is ready to be plucked. One step in cultivating is planting seeds and then weeding out the undesirables until finally you have the *creme de la creme*. Ads are also used to establish name recognition and identity with clients and applicants when you call on them. They may have seen your ads and the recognition helps break down that 'stranger' objection and establish a degree of trust.

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## Source of Applicants

Building and maintaining an applicant source that grows and becomes self-sustaining is the sum of a recruiter's worth. *This goes to the heart of the Gopher concept because it is designed to deliver this information quickly when you need it no matter where it resides.* Listed in the following topics are the most common sources. They are all used in different proportions and degrees depending upon your specific niche in the industry and method you use to bring an applicant and client together.

### Ads

Ads are the common tool of Agencies and Personnel departments to attract applicants. You can run ads in any major paper in any city. Sometimes it may be a good strategy to advertise in a paper that covers a firm where you know those types of candidates exist. Trade magazines and papers are also a good vehicle for professional ads.

### Preparing Ads

You should always ask for a fax of the proof. If this can't be accomplished, ask the ad person to read you back the proof and find out what the policy is on mistakes and determine what the cut off is for corrections.



Good references should always be identified and tracked with Gopher. Gopher's ability to broadcast emails to any demographic group enables pinpoint accuracy in getting to the people who can help you.

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If the ad is going to run in a large daily newspaper like the *LA Times*, it should only be run on Sunday unless there is some sort of cost effective way to run it on other days also.

Always consider circulation when deciding which magazine or paper to use and find out if there are separate regional areas in which the ad may be run.

It goes without saying that more space draws more response, but content is also important and it breaks down into:

- Skill Words
- Application
- Nature of the Business
- Who You Are

- Benefits

Your logo should always be used. Remember, a major reason for using an ad is name recognition. This means the benefits may not come in the way of a candidate that can be placed, but in a successful cold call to an applicant or client because he/she recognizes your name.

### Answering Ads

When an applicant answers an ad it is very important that the recruiter know how to take the call. The recruiter has two objectives in taking the call; establishing **trust** (control), and getting enough of the right **information**. See the section 'Getting Information from the Interested Applicant'; it describes the mechanics of applicant control and the information you must have on applicants.

### Referrals

Referrals come from applicants, clients and associates. Referrals are your single most valuable source for clients and applicants because you come to the applicant or client pre-approved by someone they know and trust. There are many professionals who do not accept recruiters from any other method.

Building your referral basis takes time because you have to do a good job for someone before they can refer you to someone else with the enthusiasm and confidence it takes to win the new referral's trust. Referrals

- Are easier to close
- Have fewer objections
- Have a stronger sense of loyalty
  - Stay with you longer as client or applicant
  - Have a higher sense of trust.

To build a strong referral network you cannot be a cave dweller. You have to be active in the community you are trying to serve. Join at least three groups of networking organizations. Here is an example of the types of organizations you should be thinking about joining for your referral network:

- Business Network International
- Kiwanis
- Lions
- National Association of Female Entrepreneurs
- National Association of Temporary and Staffing Services
- National Association of Computer Business Consultants
- National Association of Personnel Consultants
- Associations joined by the industry you serve. For example, if your field is 'Waste Engineers,' find their trade organizations and become an active member and contribute.

There are plenty of books written on building networks; find one and read it.

One I have found to be particularly noteworthy for content is 'The World's Best Known Marketing Secret' by Ivan R. Misner.

## Existing files

*A Gopher database lives forever unless someone kills it.* Applicants who were just out of school three years ago and therefore not very marketable to a contingency-based recruiter can be very valuable after those three years. *Staying in touch with them can be very profitable and there are no peers to Gopher when it comes to staying in touch with large numbers of people with a variety of demographics.* Keep your file current with current phone numbers and addresses; don't lose track of people just because they moved or changed phone numbers. Send letters with 'return address requested' so the post office gives you new addresses.

## Lists

Lists can be purchased from many sources

- Trade associations
- Trade journals and magazines
- Magazines
- Professional sourcing agents web based or otherwise

*Often these lists can be acquired in computer media form and then be imported into Gopher. Having the lists loaded into Gopher speeds up the searching, calling and updating process and again gives you the 'one to many' advantage.*

The Internet is an excellent source for finding list providers.

## Internet

I can't say enough about the Internet as a source of applicants. It's stamped past all other sources and as this text is being written is just under referrals as the most important source of applicants. The Internet is growing and expanding so fast and in so many directions it's hard to predict just where and how it's going next. However, in spite of the mind boggling, overwhelming chaos the net presents (isn't it wonderful and exciting), some certainties can be predicted:

- The Internet has changed forever how professionals look for jobs.
- The Internet has change forever how companies look for people.
- The Internet has changed forever how recruiters provide and perform their services.

Start using the Internet today. If you don't want a web site, at least get an email address. *If you are a Gopher user, see 'Internet' under 'Tool Bar Buttons' in the Gopher Screen chapter. Gopher is Internet ready, are you?*



## Developing Applicants

We are speaking here of the process of bringing applicants from the point of initial contact to going on interviews and providing referrals and/or leads. Applicants who answer ads have already been partially developed. Much of the development work is a culling process; remember you are looking for people in the top 10% of their peer group, they usually don't look for jobs! They have to be found, called upon, chitchatted, corresponded with and schmoozed; you have to probe for strengths, weaknesses, likes and dislikes. *Gopher provides the marketing tools for staying in touch with the good applicants, but it must be used together with phone work or it works against you as a negative if you do not call.*

Every time you call someone who is not looking yet, you should always get a little more information than you had before and *record it in the Gopher note pad or snap shot:*

- Salary, when was the last raise; when is one expected; when is the next promotion; is there competition for the promotion?
- Do you have an accurate skill set for him/her, what is the hottest thing he/she is doing right now, do you know what the hottest thing was when you talked to him/her last?
- Referrals, who is the best manager in his company?
- Is his/her company hiring: has anyone left lately, where did they go?
- Birthday.

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## Preparing for an Applicant Call

The applicant call we are talking about here is to someone who you do not know is looking or interested in a new job or someone you already have and know is looking for new opportunities but not necessarily this one.

Preparation for the call involves studying the position, preparing a script, preparing for objections and identifying people to call.

### Studying the position

In most cases you should have a job order describing a position. *If you are a Gopher user the job order tab, company snap shot and web site are only a click away.* You should also review the client company literature or marketing material, for a description of what the company does and how it is doing. You should know what the person will be doing and not just what the requirements for the job are. You should know why the position is open and what the career path would be and, of course, the salary and skill requirements.

### Preparing a script

*From the above study you should prepare a two or three sentence description and store the information in Gopher's company snap shot.* Some words that help sell companies to applicants are:

- A good place to work.
- The people are down to earth.



- The company is growing.
- Top of the line benefits.
- They are a very people-oriented company.
- A management position or it leads to a management position.
- No one gets pigeonholed.
- They go out of their way to show recognition.
- They pay more than their competition.
- The firm has a great reputation.
- The company makes a fine product.
- The company is stable.
- The firm is aggressive.
- The firm is dynamic.
- Their benefit package is comprehensive.
- They are research-oriented and technically competent.
- They have a genuine need for a ....
- They are anxious to find the right person.

### **Preparing for applicant objections**

Now that you know exactly what you want to say when you get a potential applicant on the phone, you want to be prepared for how they will respond. Then, of course, if you can predict how the applicant will respond you will be ready with your response to his or her response and everything will be wonderful! *These responses are only a click away in Gopher.* Here they are;

1. 'Sounds good, I'm interested'.
2. 'I don't deal with/like headhunters'.
3. 'I am happy with my job'.
4. 'I just started here'.
5. 'Can't talk' and won't provide home number.
6. 'I plan to stay until retirement/project completion' or 'need the training/medical coverage'.
7. 'Not interested' without a reason.
8. 'Not interested' because of salary, location, company or type of work.

#### ***Applicant, 'Sounds good, I'm interested'***

Great! Go on and perform the steps as outlined in the next sections.

#### ***Applicant, 'I don't deal with/like headhunters'***

Again, the grand strategy is to keep the conversation going and get information. Some good opening questions:

'Did you have a bad experience with one?' (Don't speak until you get a reply)

'Maybe I'm in the wrong business, could you tell me why?'

'It would be helpful if I knew why, so I don't make the same mistake.'

'Bob, suppose you were the owner of this recruiting firm, and you knew that recruiters had an image problem. What would you do?' (don't speak until you get a reply). Then say to them that you are doing exactly that, embellishing of course on your response depending on what they describe. After this initial statement and some words of wisdom from them, you can go back to your selling sequence.

'I think you can agree that there have to be some very good headhunters. It's just finding them that's the problem, isn't it? I have found good jobs for people who otherwise might have taken something less rewarding. Don't you agree then, that I could be a good guy and that I might be helpful to you?'

Another good technique; infer that only experienced professionals use executive recruiters. Entry level people have no choice but to answer ads in the paper and subject their resume to an endless stream of bureaucratic red tape. If their resume happens to capture the attention of a personnel agent, it may be forwarded to the hiring authority. In almost all cases, professionals are represented to other professionals by executive recruiters.

### ***Applicant, 'I am happy with my job'***

This should be a two-phase approach.

First phase, get them to talk:

- What about your job do you like? When they reply, ask another question to get more specific information.
- Yes, I can understand that. The best performers are usually happy with their jobs. I think good people and job satisfaction go hand and hand, don't you?
- How long have you been with the company?

Second phase:

- Yes, it sure sounds like your company is taking care of you; but what if you had an opportunity to enjoy all these advantages plus .... Mention whatever has not been brought out as a plus or negative.

□

- Don't you agree that if you had the same advantages (describe them) at another firm, plus (describe other advantages), it might make sense to look into the opportunity.

Other Approaches:

- 'Great, my client is only interested in the most qualified candidate, and since you are satisfied with your current position you wouldn't qualify. Do you know of anyone who would qualify because he/she may not be as satisfied as you?'

- 'That's great. I'm sure you agree that you are in the minority.' Wait for the yes, then pounce, 'who do you know that's not as fortunate as yourself?'
- 'If I do run across an excellent opportunity in your area, would you want me to pass it by you?'

### ***Applicant, 'just started here'***

When did you start? What attracted you to the position? How did you find out about the position? Did you interview a lot before you decided? Where did you interview? What type of work are you doing now? Where was your last job? Who did you work for there? Why did you leave? What was your position?

It is pretty obvious here that you are looking for information that you can work with, for example, potential job orders from their prior employer or companies where they interviewed.

Some probing questions to find out if they are completely satisfied:

What originally interested you in the position?

Now that you have been there for a while, are your original reasons for accepting valid? What were they?

### ***Applicant, 'Can't talk' and won't provide home number***

Not much you can do here but this is a good area to emphasize the point that subtle changes in how the question is asked can bring totally different results.

A lot of average or poor recruiters have a vague idea of the move to make here but it comes off something like this.

When will be a good time to call back? This is a poorly stated question that puts the applicant in charge. He/she can reply in many ways; Not this year, I'm on a hot project, or he/she may just say 'next week' and continue to waste your time.

What time do you get to work? or Could I call you tomorrow, first thing or would tomorrow afternoon be more convenient? These are much-better questions because they assume a time and only give the opportunity to respond positively.

### ***Applicant, 'I plan to stay till retirement/project completion' or 'need the training/medical coverage'***

If they plan to retire soon, they are probably not good applicant material but they may be even more valuable if cultivated as a referral source or used as a 'who's who' in their company. Talk to them!

If they answer with anything else repeat the objection. 'You have until? Then wait for them to speak with more information. If the total opportunity to move right now more than made up for what you're accomplishing by staying, would it make sense for you to explore it? Great! Now here is your opportunity .... The most important thing is to get a specific date of when the project, training or need for medical coverage ends.



If they are not retiring, ask for address information to keep them abreast of the industry with job market information, 'I will leave it to you to contact me if there is an interest.'

- Get them to talk about their job and then go for a referral.
- 'What would lure you away?'

### ***Applicant, 'Not interested' without a reason***

Try to provide something of possible value and in the exchange get address information.

'We do send out some very interesting information on the job market, salaries, interviewing techniques, career suggestions based on first hand experience,' etc. 'So let me have your address and I'll let you get back to work.' After they give this, go for the home number, then go for the birthday. Try to nibble at them and see if you can get them talking. If you can't, you will at least come away with a home address. Also, always look for an opportunity to find the reason for their lack of interest.

### ***Applicant, 'Not interested' because of salary, location, company or type of work***

Tell me your ideal job. We cover every firm hiring your people in your profession and the chances are very good that we will have that opportunity for you when you're ready.

When they respond, fall back into selling a position or at least try to get a resume or referrals.

### **Calling techniques**

When you finally get a potential candidate on the phone you have a 'Golden Minute'. There are some techniques you should use when you get this opportunity. The general plan is no pauses; mention their name often; never try to convince someone (no buts); lead them with yes's; if you say it, it's doubtful; if they say it, it's true!

Some good points to remember and even use in your dialogue are that you are the *expert*. For example, how good can you be at something you do only about every three years (change jobs) vs. someone like us who does it many times every day. Another way of looking at it might be the particular applicant is probably an expert at JAVA, 'C++', UNIX, VISUAL BASIC, etc. because they work in this area 8 hours and sometimes more a day. How would they react to an opinion from us regarding a suggestion on tuning an MS ACCESS or SQL SERVER database? Not very well because our knowledge is purely hearsay and we have no practical experience, and that is exactly the way they should feel about their knowledge in changing jobs vs. our knowledge. We talk to many, many people (clients and applicants) every day regarding salaries, trends, benefits, interview debriefings, desirable characteristics and skills. Another proof of an agent's value is his/her exclusive use in the big buck salaries of company presidents, sport figures and entertainers.

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**Note:** Additional information on calling techniques is also given in 'The Art and Science of Making Recruiter Calls' in this chapter.

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## Opening remarks to an applicant

Your opening to an applicant is of course critical. Here are some ideas for the opening remark:

Opening remarks are available from Gopher with a single click.

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he/she should know) has considered/ interviewed or accepted a position we were able to find for him /her which met all his objectives. We may not be able to help you immediately but just 4 questions and 2 1/2 minutes, and I will be able to give you an immediate answer.'

- 1) 'What is your current responsibility?'
- 2) 'What is important to you? Is your current company providing this?'
- 3) 'What is the most important thing I can do for you?'
- 4) 'What is your current salary? When do you expect an increase?'

- 'Hi, I am *Jimmy Carter*, a recruiter with WebSearch, doing business in LA since 1995.'
- 'You might know *Isaac Newton* he worked there. He has used us and we were able to:'

- 1) 'Substantially increase his salary.'
- 2) 'Move his career forward.'
- 3) 'Help him find that special job.'
- 4) 'Help him weed through the multiple opportunities and negotiated for ....'

- 'Hi, WebSearch is an executive search firm and we are looking for a skilled programmer analyst with JAVA, 'C++' etc.' □ 'I am with WebSearch, a search firm that has been corresponding with you for quite some time. I believe you spoke with Ann of our firm. Our information on your career needs to be updated so that we contact you with only

at would interest you.'

There is a type of question called a 'tie down' that has proven an effective way to phrase a question because it draws out information regarding the applicant's preferences and works applicants closer to accepting the idea of looking for another job.

Here are some questions which can be used with an applicant or potential applicant. Some are examples of 'tie downs'. They can be used literally word for word or just the idea gleaned and incorporated into the recruiter's own style.

- 'You wouldn't mind making more dollars and being just as, or more satisfied with your job.'
- 'It would be nice to have only a twenty minute drive, wouldn't it?'
- 'Chances are you won't be retiring from your present company, will you?'
- 'It would be nice if you could make a move for a promotion, wouldn't it?'
- 'Could I just get some basics on your background to update my files and make sure we don't waste your time the next time we call?'
- 'How important is a job title to you?'
- 'We would all like opportunities to learn new things that will enhance our careers, wouldn't we?'
- 'Personally I like to work in an environment that's comfortable, don't you?'
- 'You're working for a very good company, aren't you?'
- 'We all need recognition, don't we?'
- 'Most of the time development projects are more interesting than maintenance, aren't they?'
- 'It's frustrating working for a boss that can't stay with you technically, isn't it?'
- 'Politics of a company can sometimes frustrate your desire to accomplish something, can't it?'
- 'It's great when people you work with recognize your accomplishments, isn't it?'
- 'You probably get a lot of recruiters calling you, don't you?'
- 'What don't you like about recruiters? What do you like?'
- 'We could all use a little more money, couldn't we?'
- 'Are you married or single? Any children? Own your own home? Do you like to travel? What do you usually do on your vacation?'
- 'I bet your wife would like to see you bring home a fatter pay check, wouldn't she?'



- 'Kids are sure expensive, aren't they?'
- 'Does your wife/husband get involved in your work? (**yes**) She/he would like to see you getting ahead, wouldn't she/he? (**no**) It would be nice to spend more time with your family, wouldn't it?'
- 'You do understand the power of third party negotiations, don't you. People who command high salaries, presidents, professional athletes, entertainers, all use agents for negotiations of contracts, including salary, for a very good reason: their agents get the best deals.'

Questions to draw out dislikes in their present job to bring out as plusses in your pitch:

Storing information in Gopher should become a habit. The habit adds value to your Gopher system every day. As time goes by Gopher adds more and more to your bottom line.

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- 'How far do you drive to work?'
- 'What are you working on?'
- 'How do you get along with your boss?'
- 'What is your most recent accomplishment?'
- 'When was your last increase? Were you satisfied

with it? When was your last promotion? Are you expecting a promotion soon? '

### The applicant call

Now you are completely prepared to make a call because you are armed with what to say and how to say it. Let's think for a moment on what you want to accomplish with the call. Remember you are spending hours and days making calls, leaving messages, looking for leads and talking to fellow recruiters and you finally, finally get a potential applicant on the phone who is going to give you a few minutes of his/her time.

This is the '**super bowl**,' '**crunch time**' all your work has led to these few precious moments! If you actually counted the minutes a day that were spent talking 'cold' to an applicant about interviewing with a client, it would be less than 2% of your time. So this 2% time is extremely valuable, and you don't want to waste a second with fumbled, poorly thought out questions. Or worse yet, not getting maximum information and painting the best possible image of you.

Your primary objective is to get the person to agree to a date and time to interview with your client. If you can't get the interview, go for a resume. If you can't get a resume, go for a referral (you should go for referrals even if you get an interview or resume). *If you can't get a resume, get information and store it in Gopher!*

- What are they working on now?
- Address and phone numbers?
- How long have they been there?
- Expecting a raise or promotion? When?
- Current salary?
- Where did they work before? For who?
- Birthday.
- Referrals.

In the initial attempt to contact an applicant, ask for the person by full name. Don't leave a message in the first two attempts, but find out, if you can, when it would be a good time to call. Leave a message only as a last resort. *Use the Gopher calendar and note pad to track these events and plan the timing.*

## Asking for the referral

The mark of a professional recruiter is the ability to get referrals and with these develop a network of quality people who cannot be found with a classified ad. Referrals can be asked for at a number of points in the applicant development process. Ask for referrals if the applicant is not interested. If the applicant is interested, you may wait until you receive a [The methods of asking and getting referrals are all available from the Gopher menu.](#)

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resume or after an interview -- the timing is a judgment call. First, let's describe the absolutely wrong way to get a referral.

*Do you know of anyone that could fill this position or is looking?* This will get you a 'NO' 99.99% of the time. What you must do first is to narrow the

frame of reference so you can be more specific when you ask for the referral. Here is how to narrow down the frame of reference:

- 'How many different groups, projects are there at the company?'
- 'What is the turnover rate?'
- 'Where did you work before?'
- 'Do you have anyone whom you look up to or can learn from?'

After these questions, ask for specific names. If you get an objection, here are some suggestions:

- 'I can understand that it would be wrong to give a name to a headhunter if the headhunter could never be of service to that person. What you may not know is the special service we provide. We don't use pressure tactics as you can see. We just want to build a rapport that will start a parallel process to be there when that individual is ready to make a move or when he/she knows someone else who is.' (This is an example of factual denial; when they have misinformation).
- 'I see, so what you're really asking is, how do I know the people you give me won't be upset? Don't you agree that our approach is very professional, and it would be nice to have access to a good headhunter when you really need one? Good headhunters are hard to find. And when you get a good one, your peers would probably like to know, wouldn't they?' (Rephrase the question and let them answer it).
- 'Yes, giving an associate's name to a headhunter is not good when the recruiter annoys and badgers the individual. I am very aware of that problem and here is what I do....'
- 'As you can see I am very professional and courteous to everyone.'
- 'I won't push if they are not interested.'
- 'I will definitely create a positive impression.' At this point introduce information that overrules the objection such as; 'Yes, unsolicited calls from headhunters can be annoying and can be very profitable (finder's fees)', or *Yes and get to thicker ice, for example.* 'Well, you're absolutely right. Headhunters are not always the best way to go.'
- 'When thinking about a career change there are alternatives, and since I see you have given it some thought, you are probably aware of those special circumstances when it would be to one's advantage to have a headhunter in their corner.' *Compliment and move on.*
- 'I understand how you feel. Many of our applicants felt the way you do. What they found is that some recruiters are very helpful with information even if they never use the services directly.'

- 'I see, so what you're saying is how can I give you someone's name to be bothered by a recruiter when they are probably very happy where they are? Don't you agree, knowledge is power? and knowledge is what we want to provide to begin an ongoing relationship like the one we have started with you.'
- 'I see, so what you're asking is, what if the person gets upset with me? You're not annoyed with me are you?'



- 'I think you will agree that you and any of your peers have everything to gain for a small investment of 5 minutes twice a year from our free service: We explain the current market value for their skills and the quality and activity of other companies.'
- 'I think you will agree that recruiters need to improve their image and level of service? It would sure help me do that, if you could tell me why.'
- 'Very few people retire from companies they are currently working with, don't you agree? When the time comes to move on it's good to have a person whom you have dealt with over the years who is an expert in his/her field just like you are in your field, isn't it?'
- 'I see, you're right. People just starting a new position have their hands full don't they? It's also a perfect time to begin a new relationship with someone they can be candid with.'
- 'I think you will agree that there is a right position for everyone? Let me take down the names of those unqualified people and start them on the road of a more rewarding career.'
- 'People unqualified for their present position are usually very unhappy because of the mismatch. Don't you agree? Lets get them started on a road to a more productive career.'

### **Getting information from the interested applicant**

Once you have an applicant interested either from an ad response, a call to a referral, someone in our files, or a list, you must establish yourself as someone to be respected and 'deferred to' on career move issues. For example, if the applicant tells you he/she doesn't want to interview on a Friday afternoon because of traffic, he/she must respect your knowledge that career opportunities don't wait for the right traffic patterns and that career people make rewarding careers happen by removing roadblocks. Even if she/he doesn't understand this concept, the applicant should defer to your judgment and give you every opportunity to do your job, because you are the *expert*. Therefore, 'when in doubt listen to a recruiter you can trust.' This long-winded dissertation is commonly referred to in one word: **control**. I prefer another word: **trust**.

Applicant trust (control) is defined as the process whereby the applicant does, goes, and says what/where you tell him, because he/she believes it is in his/her best interest to follow your advice.

#### ***Determining If You Have The Applicant's Trust (control)***

- Candidate doesn't return phone calls (yes = control).
- Candidate calls collect (yes = no control).
- Candidate has spoken to family about new job possibilities and they back him/her 100% (yes = control).
- Candidate has felt out his/her company prior to going on your interview (yes = no control).
- Candidate is considering other companies on his/her own (yes = no control).
- Candidate volunteers information regarding himself/ herself to help you help him/her (yes = control).
- Candidate furnishes references (yes = control).



- Candidate researches your company prior to interview (yes = control).
- Candidate sends resume on time (yes = control).
- Candidate is willing to provide proof of salary, via a pay stub or W2, if asked by employer (yes = control).
- Candidate is aware that some employers verify degrees (yes = control).

This 'unknown' individual has taken the time to call based upon interest in the career opportunity advertised in the paper or has listened to your description of a new job.

The applicant may be guarded or defensive. He/she will want to know about the job; often asking very specific questions. You must, therefore, have a complete knowledge of the ads run and the Job Order(s) they were based on. *Keeping track of this information is a snap in Gopher.*

**You do not want to stay in this mode of responding to their questions.** You want to know about them. Answer a couple of questions and then ask them for the correct spelling of their first and last name, complete address and phone numbers, current employer and a description of their experience.

Start writing and take charge; start building their trust in your expertise. Tell the applicant about how you and your department work as a team. The applicant will benefit by having 4-5-6 people working for them. Tell the applicant that you are a professional marketer. You market the professional background of Engineers/ Programmers/Analysts/Auditors/Accountants, etc.

The applicant must respect your ability. You know your field as well as he/she knows his/hers. You have something of tangible value to offer the candidate (the market, what's hot--what's not, how to move a career along, how to negotiate the interview for the better jobs).

Tell the applicant that you can show him/her opportunities from which they can make a decision. To do so you need some information.

Ask questions! Question them about their professional background. Make it a conversation. It's okay to talk about the market, Southern California, the weather, just don't forget why you're doing so. **You are building rapport and trust.** Establish identity. The applicant is speaking with a professional human being: You! Coach them to respond to your questions. Set up your pre-close: If the salary they want is too much, your response could be, 'That's a lot of money; not very many people make that.' 'Not many people work 10 minutes from home.'

After you have an applicant interested in looking or in a particular job, you must probe deeper into his/her desires (hot buttons). The answers to these low level probes will help you close as the process moves forward. Find out:

- What does he/she really want?
- What does his/her family want?
- What does he/she presently have?
- What can he/she have in the future with his/her present company.

Get the applicant to describe the **ideal job** in terms of content, location, and salary by asking these low level probes. *Record the ideal job in this person's Gopher snap shot.*

**Job** - the responsibilities, growth of the position, growth of the department, growth of the company, growth of the industry, growth of the economy, potential of learning new skills, the value of the experience in the future, the management, the people, technical training.

**Location** - distance from home, type of commute (car pooling, public transportation, area driven through, freeways, against traffic), relocation (paid by company or paid by allowance).

**Salary** - present value vs. future value, paying for results and not promises, skill level = pay level. The right job may not even pay what they're earning right now!

Always ask for a resume and references. If you can't get a resume from an applicant, you have no trust! Explain the confidentiality with which you will hold the resume. Tell them no resume is sent without specific permission. Some companies require a resume even from you, but you will ask before sending. Ask the applicant about how his/her search has gone. What companies have they interviewed with in the past 6 months? What types of jobs were they? Get the manager's name! Where have you sent the resume? What other recruiters or agencies have your resume? You must get this information or you have not developed any trust with the applicant (control). Once you get a resume, you should give them the single bullet spiel described below.

If the references haven't been provided with or before the resume, and the applicant is someone you intend to work with, you must get references before you can do any further work. At this point, the references are critical. You must get at least three references that can provide information on the applicant's work. They should include at least one peer and at least one supervisor.

The bullet is always available from the Gopher menu.

## The Single Bullet Spiel

This is the **story** given to every applicant you are serious about working with. It is the story you give so that they do not use other agencies or try to get a job on their own by calling a client directly or answering an ad. It is the story you give so they will provide you with leads they have heard of through the grapevine. It is the story that will convince them to call you and discuss a position they have read about in the *LA Times*!

It is a **story** that must paint a **vivid** picture. No glib or vague explanations will do, because they don't understand this business. The applicants who say they understand are the ones who understand least of all!

It is a story that, unless you are a skilled recruiter or your version has been approved as acceptable, must be said **verbatim** as written here. Because there is only one thing worse than an applicant who thinks he/she knows everything about recruiting and that is a recruiter who thinks he/she knows everything! Here is the **story**:

**Recruiter:** I need to know where you have interviewed or where your resume has been sent in the last six months.



**Applicant:** Why?

**Recruiter:** So that we don't waste your time or mine discussing positions that have already been covered. Each position you may be a fit for is carefully reviewed via our computer. We will often spend time with other recruiters at WebSearch who have more detailed information about a position. We may even call a client to get more information on a potential position. This work adds up to many man-hours, even if only a few days have passed. If all this work ends up with 'I've already been there' after the fact, it's only human nature to invest less than the 100% effort you deserve! Also knowing where you have been and what the results were gives me an insight that no amount of conversation between you and I could ever provide!

**Applicant:** Some agencies have my resume and they do not tell me where they have sent it.

**Recruiter:** You cannot let them do this! This is an unprofessional way to represent a professional like yourself. You have to tell these agencies they must tell you or you will send a letter to them and other agents forbidding them from representing you in any manner! If a recruiter is reputable, they will want to work like us. Calling clients and sending resumes without discussing it with you first, makes them and you look bad; and remember, a potential employer evaluation of you includes what he/she thinks of your recruiter. So you must make sure your agent is reputable. If they are not, you may be locking yourself out of many good opportunities with top notch employers.

**Recruiter:** You can also help both of us by letting me know of any leads you have heard of through the 'grapevine' or read in the paper.

**Applicant:** Why?

**Recruiter:** Because for each potential employer you have only a 'Single Bullet'. We don't expect job searchers to know this but you should, and I'm going to explain it to you. By CONTRACT LAW, a client will only recognize the first person who has presented an individual for employment. Anyone else will be turned away no matter who they are or what the connection is! Therefore this presentation (the single bullet) better be by someone who can do a good job, who has influence with the client and knows the 'hiring source'. If the presentation is made by someone with no influence, then your name is registered and you get no interview! Any agent with influence attempting to represent you is turned away! The worst case would be if you or an agent sent your resume to Personnel, because they are not the hiring source. Personnel people are trained for one thing **'to screen out people'**. They look for reasons to **'not hire'**. So if one of these guys gets your resume, chances are good you will be screened and your resume will be filed, locking out any agent who might have influence with a hiring manager. So call me if you hear or see something and I will tell you if we have an in. We have 10,000 Southern California computer people in our database. We talk to 500 and send 500 emails to hiring managers every week! If I can't help, I may be able to give you a name and suggest how you can best use that 'Single Bullet.'

Make a decision if this applicant is **hot** enough to run or a fit for one of your job orders. Also you must decide if you need to bring this applicant into the office for a look over.



## Interviewing in the Office

Sometimes it is necessary to bring an applicant into the office for a 'face-to-face.' Some very good recruiters only work with applicants they have met. Here is a little checklist you can use to help you in your decision if it is not a matter of policy:

- Do I need to establish more trust/control?
- The candidate is so hot I have to get protection from other agencies and him/her sending a resume on his own.
- The candidate is being very difficult and he/she is a quality candidate
- The candidate has had several interviews and no offers.
- You need the resume immediately and want to create a sense of 'urgency.'

Yes to any one of these questions would warrant 'reeling in' this applicant. Sometimes this is easier said than done, so be prepared to give reasons such as:

- Describing a job as so hot, that they are under your spell.
- Painting a picture of urgency: 'Client is making a decision tomorrow.'
- Company is expecting my personal endorsement.
- Time well spent, with no distractions; giving us the 'feel' to cover the full market of opportunities.

You **must control the interview**. The candidate can't take charge. You ask the questions. Answer a question and then ask your question. This is half of the placement; you are closing the candidate on the offer now.

Spend no more than half an hour. You should try to complete it in 20 minutes. Touch on interests, but don't socialize. Senior recruiters, beware of over indulgence in 'market gossip.' Take a job in with you or make one up; ask candidate to qualify themselves. Ask technical questions:

- What does HTML have to do with the Internet?
- What does (XZP) mean?
- How many lines of code were involved?
- What is object-oriented programming?

These questions help improve your product (applicant) and market knowledge. Apply closing questions by varying the variables on the ideal job (job content, location and money).

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## Preparing the Applicant for an Interview

Give the applicant accurate and complete directions. Applicants who have trouble finding the client's office do not do good interviews. Repeat what the applicant told you about the *ideal job*. The applicant must realize why he/she is going to the interview: Job/Location/Money. Then, when he/she agrees to interview, he/she also agrees to the benefits of the Job/Location/Money.

Therefore, tell them, 'if a fair and reasonable offer is made, you should take the offer.'

### **Applicant interview preparation, pre-close questions**

- When can you start?
- Would your boss make a counter offer? Would you take it?
  - When will you resign?

### **Applicant interview preparation, checklist**

- The interview questionnaire has been mailed.
- Told them how to dress, remembering that one man's idea of 'spiffy' is another's picture of 'ridiculous.'
- Told them how to fill out an employment application. Leave expected salary off, no reference names that you don't already have, no discrepancies in the resume you have, and application filled out neatly.
- Prepared them to ask intelligent questions and avoid monopolizing the conversation.
- Convinced them not to establish a salary figure.
- Lectured them on the dangers of 'Bad Mouthing' former associates or employers.
- Explained that the 'Art of Interviewing' means to always get the offer and never react to negatives in a negative way. The time to respond to negatives is better after you have an offer, when you can do something about it.
- Have they been 'charged up' and made acutely aware that enthusiasm for the opportunity will win over everything -- dollars, title, responsibility and experience!
- Has all of the above been explained enthusiastically and painted in **vivid pictures**, leaving absolutely no question as to what you mean?

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## **Debriefing an Applicant**

An applicant should call the recruiter with interview results as soon as she/he can get to a phone where they can talk in private. She/he has to *trust* that this is in her/his best interest. The objective of the debriefing is to prepare for the call to the client and to continue the closing process which was started in the initial contact with the applicant. Closing issues which should have been addressed before the interview:

1. The kind of job he/she wants, the type of company, the work environment, the type of people he/she wants to work with, type of supervision he/she is looking for.
2. Location - they are prepared to take a job in this location, and they are planning to commute or relocate. If relocation is the

plan, then relocation dollars have been addressed and you know whether or not this is a prerequisite to accepting the job. If it is, what are the dollars involved.

3. Salary.
4. Start date.
5. Counter offers, is he/she prepared to turn down a counter offer from his/her present employer.
6. How the spouse feels about the career change and what he or she wants from it.

When the applicant calls, he or she should be asked:

1. To describe the interview in detail.
2. What questions were asked?
3. What were your answers to the questions?
4. How do you *feel* about the job?
5. Do you want the job?
6. The name and correct spelling of everyone you talked with.
7. Starting offer, start date, title and position, do you have authority to accept on their behalf?
8. What do you have authority to turn down?
9. What was **your** impression of the client's interest?
10. What might the client see as drawbacks?
  11. What can you bring to this job?
  12. How did the client leave it?
  13. Did you fill out an application?
  14. Did you provide references?
  15. What references did you provide?
16. Was salary discussed; if so, what did you say about salary?

### **Making sure the applicant starts**

For most people changing jobs is extremely stressful. They are filled with fear of the unknown, doubts from family and pressures from peers at their old job. Anything could trigger a reversal of their decision. They need to keep reaffirming that they have made the right decision and you need to let them know that you are right there with them. *Use the Gopher calendar to keep track of start dates.* Call them the day before and go over all the reasons again and make sure they are comfortable with the decision. If you sense any doubt it may be red flag or a warning of something to be watchful for over the next few months and *use your Gopher calendar to stay closer to the shaky applicant.*



## Making sure the applicant stays

For all the reasons mentioned in 'Making Sure the Applicant Starts' you must continue a supportive dialog with your applicant. You have a responsibility to him/her and the company. You have played an important role in a major change in this individual's life! You are still the go-between him/her and the company. He/she can say things to you that can't be said to his/her new boss. The new boss can say things to you that can't be said comfortably to the new employee. You can intercept, interpret and clarify things that could lead to 'getting off on the wrong foot.'

**Do your job**, continue to communicate to applicant and client with emails and calls. *All placed applicants can be easily segregated and tracked in Gopher.*

# Quick Reference Guide For Recruiters

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## Good Solicitation

- Go straight to the hiring authority.
- Get hiring authority's attention.
  - Determine if a need exists.
- Determine what that need is - Get information!
- Provide client company with confidence in your ability to fill its needs.
  - The company close begins now.

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## Applicant Control

Control begins the minute you pick up the phone. The way you speak with the applicant is important.

Gather information!!! *Store it in Gopher and take advantage of Gophers 'immediate recall' abilities to build lasting relationships.* Let the applicant feel that you understand his/her personal situation. Match the information that you've gathered with your knowledge of the market and tell them what their marketability is and how you can help him/her reach his/her goals.

Provide applicant with confidence in your ability to fill his/her needs - make them feel that one of her/his needs is your assistance.

The applicant close begins now.

Prepare the applicant for the interview. Be enthusiastic! Provide information on the company and the job. Know your product: the company. Match this information with his/her individual skills, desires, etc., and let him/her see the match. Prepare the applicant to accept the job (if you haven't caught on by now - this is a close).

## Effective Interviews

Prepare the company for the interview. Be enthusiastic! Match the company's needs with your applicant's qualifications. Know your product: the applicant. Show the company how the applicant fits; let them see the match (skills, potential, etc.). Close the company on an interview time and the necessity to move quickly. Utilize a sense of urgency! You got it - the close begins now.

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## Checklist For New Applicants

1. Are the job title, computer type, citizenship, salary and skills correct to allow proper matching and ensure that a recruiter will find this person when he/she is searching for these attributes for a job order?
2. *If you are using Gopher software, have you given a **Gopher calendar** entry to **all the recruiters on this new person**? If you are not using Gopher software, have you notified the other recruiters of this new person?*
3. Has the applicant been pre-closed on salary, location and job attributes?
4. Has the applicant been schooled on how to interview and dress, and does the applicant know how to interview?
5. Have you determined the extent of applicant control (trust)? Do you know where this applicant has interviewed, where his/her resume has been sent, what other agency has his/her resume? Does this applicant know why he/she should talk to us before he sends his resume anywhere?
6. Have all the key words been gleaned from the applicant's resume and a search performed on job order records using these key words? *Have you given a Gopher calendar note to the recruiters owning the job orders who 'come up' on your searches to make presentations?*
7. Are you checking that all presentations are being made in a timely manner by other recruiters?
8. Are the matches being reviewed on a daily basis?
9. If the applicant is hot, has a search list been prepared and completed?
10. If steps 1 through 9 have been completed thoroughly and accurately, you have probably made a placement. If you haven't, don't despair! Move on to the next applicant and place him/her!

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## Checklist For New Job Orders

1. *For Gopher users, are the job title, computer type, citizenship, salary, must's, plus's, and location in Gopher correct? Complete job orders insure proper matching.*
2. Have you determined the extent of your control (trust)? Do you know the interview process; intangibles, % of commission,

reason for opening, what the company does, how long they have been looking, what they would hire on with few questions asked, and all the key words?

3. *Have you given a **Gopher calendar** to all the recruiters (for Gopher users) or notified in some way the other recruiters on this job order?*
4. *For Gopher users, have all key words been gleaned from the job order and a search made of all active and available applicants?*
5. ***Have you given a calendar to all recruiters (for Gopher users) or notified in some way other recruiters who own matching active and available applicants, including yourself, to make presentations on this job order?***
6. *Are you checking that all presentations are being made in a timely manner to the matching applicants and then, most importantly, are all matching active and available applicants being presented to the client for scheduling interviews?*
7. *For Gopher users, are the Gopher matches being reviewed on a daily basis?*
8. *Does the job order warrant a search? Do you have a good controlled job order and all the active and available applicants have been searched, called and presented?*
9. *If the job order warranted a search first, has it been completed? If yes, then does the job order warrant further work? For example, a search for referrals, directories, membership lists, newsletters, ads, etc.?*
10. *If steps 1 through 9 have been completed, you're finished! Go find another job order to work!*