

WHO'S WHO

IN HIGH TECH RECRUITING

Who's Who in High Tech Recruiting showcases the latest tools and technical recruiters servicing the high tech sectors. Whether you are looking to hire a search firm or acquire the right sourcing tools for your recruiting project, you'll find them here! Our guidebook is an indispensable desk reference for every hiring manager.



**HOW TO GET VALUE OUT OF
YOUR 3RD PARTY RECRUITERS**



**WHAT JOB SEEKERS
REALLY DO ONLINE**



HOW TO EMAIL AN ENGINEER

**RESUME FORENSICS: How to
Find Free Resumes and Passive
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IMPORTANT NOTE: The *Who's Who in High Tech Recruiting Guidebook* is produced by [enetRecruiter, LLC](#) to better connect the HR and Recruiting community. enetRecruiter is an online recruiting platform connecting employers, recruiters and job seekers. All the resources and individuals featured in the guidebook are for general reference. enetRecruiter, LLC does not guaranty or warrant the accuracy, completeness of the information contained in this guidebook, or the qualifications, competence of the individuals and companies featured. Certain information contained in this guidebook is subject to change. Be sure to confirm with featured companies regarding their service offerings and pricing. Additionally, the authors of featured articles may have paid a fee to be included in this guidebook and featured recruiters are registered members on [enetRecruiter.com](#).

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Cathy Stevens
Cal Net Technology Group
Technical Staffing Architect/IT Staffing Consultant

I purchased TAM a few months ago; I'm really pleased with the tool and the first class service. I've worked in Staffing for many years as an independent consultant and for small to large corporations. I wanted something simple, cost effective and that would be easy to build on as our company grows. Out of 10 demos, TAM won me over hands down. I'm a satisfied customer.



Barbara Marks
eVestment, Senior Recruiter

Really happy w/ our ATS- TAM, The Applicant Manager. Great customer support, easy implementation, and very customizable workflow. TAM met my 2 main goals: ease of use/adoption by the recruiter and easy for the candidate to apply. I've looked at a lot of ATS options and highly recommend TAM.

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How to Get Value Out of Your 3rd Party Recruiters

By [Greg Savage](#)

Anyone entering the hiring market should first choose a specialist recruiter and work with them **exclusively**. This is really important for a number of reasons, as there are huge benefits for the hiring company working exclusively with the recruiter. Firstly, you get the full commitment of that recruiter. A lot of hiring companies think if they get recruiters to compete, somehow they will get better service. That is a fallacy. In actual fact, what you get in that situation is a brief flurry of activity from three or four recruiters, who then lose interest and then move on to clients who work in *partnership* with them. Exclusivity is important because what it does is it take the focus *off speed* and puts in on quality, and that's what you want as a hiring manager. It is important to give one recruiter time to do a thorough job. A good recruiter will use their opportunity to bring **all** their resources to bare. Not just running their job ad and dipping into databases, but actually networking, researching, headhunting, and tapping into communities of talent.

The second most important thing is **transparency**. So when you work with your recruiter, be honest about where you are up to in your candidate search. Tell them if there are other candidates that you are considering. Be honest and direct about the salary level you can stretch to. If you are working in partnership with a recruitment firm, the more information they have to act on your behalf, the better the outcome for you.

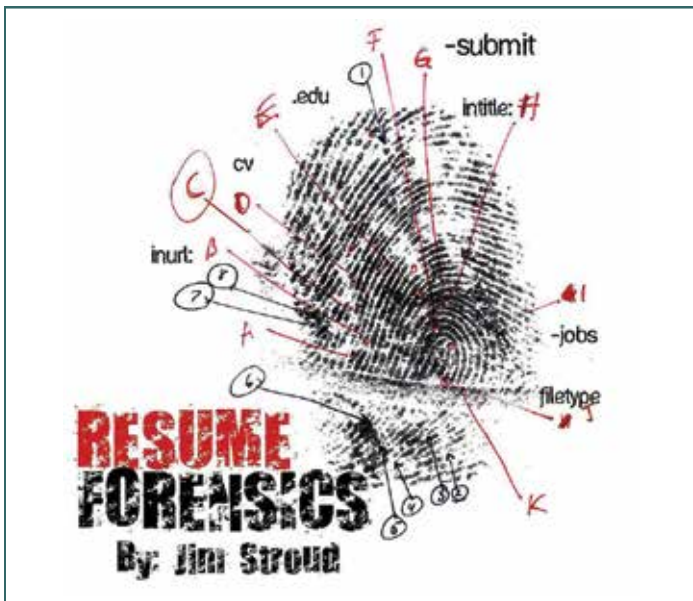
The third point is to **commit time**. This is so important. Many times clients of recruiters email the recruiter a job description, but they won't spend the quality time really briefing the recruiter. And the outcome is negative for all parties. Spend time briefing the recruiter. Spend time showing the recruiter around your organization. Spend time explaining the culture fit. The more information a good recruiter have, the better the match they will make and the better the outcome.

I would also strongly encourage **communication**. This, from a recruiters point of view, is our biggest issue when dealing with clients. A candidate is presented to a client, and then there is no feedback on why they are a fit, or not a fit. Investing in time to communicate with your recruiter about feedback on candidates, about changes in your requirements. Because we know that as a job evolves, the job search evolves. It's often true, a hiring manager might adjust what they are looking for. That's something a good recruiter can work with, but they need to know.

So shift the relationship with your recruiter from a transaction to a partnership. It's really important to have your recruiters working as an advocate for you in the market place. ■

Greg was the founder of leading recruitment companies Firebrand Talent Search, People2People and Recruitment Solutions. He is an established global leader of the recruitment industry and a regular keynote speaker worldwide. Greg provides specialized advice for Recruitment, Professional Services & Social Media companies. Check out Greg's blog here <http://gregsavage.com.au/>.

RESUME FORENSICS: How To Find Free Resumes and Passive Candidates on Google



Get The Book That Makes Sourcing Simple

“Resume Forensics: How To Find Free Resumes and Passive Candidates on Google” by Jim Stroud is a quick and easy guide to finding free resumes and passive candidates on the web. Heavy on visuals and light on text, this book is written and designed for the short attention span of recruiters, sourcers and the companies that employ them. Whether you are a novice to finding potential hires online, an expert or something in between; this book is filled with tips, tricks and strategies that you can immediately use to fill your open positions.

“I've led HR departments in the past, and struggled to find a quick and easy way to teach my recruiters how to source. Not being an expert in the area myself didn't help, of course, but I could at least get them the fundamental tools. With this book, Jim Stroud has created a simple and cost effective training source that I can drop on their desk and know that they will be up and running in a day.” – **Dwane Lay**, Author of Lean HR: Introducing Process Excellence To Your Practice

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Jim Stroud, Author



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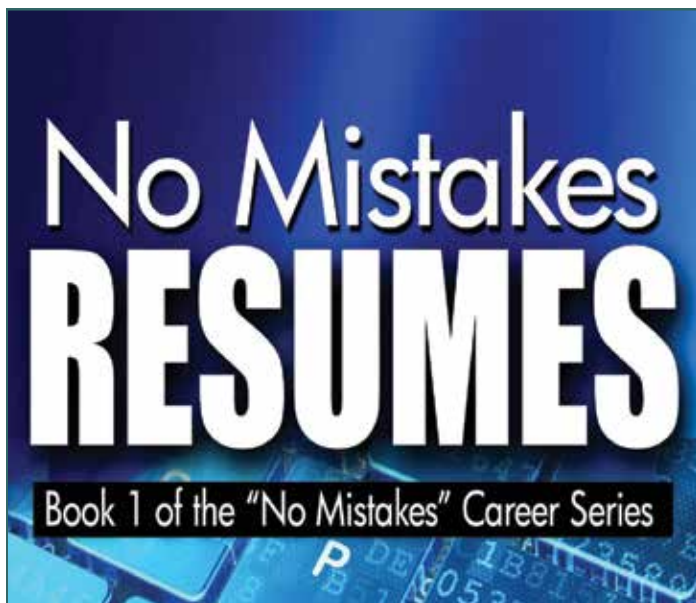


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RESUME & COVER LETTER WRITING

“No Mistakes Resumes”

from bestselling author Giacomo Giammatteo.

Jim (Giacomo) Giammatteo has had a successful 30 year career as a headhunter, recruiting top talent for some of the world's best companies—Apple, Johnson & Johnson, Abbott Laboratories, and many high-profile start-up companies. Giammatteo knows what companies want to see on a resume—and, perhaps more importantly—what they don't. He shares that knowledge in his newest book, No Mistakes Resumes.

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#1 bestseller on Amazon in **Job Hunting**.

Review Snippets:

If you're looking for a job but dread going through another humorless book on how to write the perfect résumé, Giacomo Giammatteo is your man. ~Barry Lyons, Indie Reader



If you only buy one book on how to write the perfect resume, "No mistakes resumes" should be your pick. ~Michael from the UK

Forget what you thought you knew about writing a resume. Giacomo Giammatteo covers everything from the best way to write a cover letter to what not to include in the text of the resume. ~Anita from FL

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No Mistakes Careers

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What Job Seekers Really Do Online

By Jeff Dickey-Chasins, Jobboarddoctor.com

Anecdotal evidence often seems to sway our decisions more than actual real data. It seems to be part of the human wiring – knowing someone who knows someone who did something is just more persuasive than analyzing responses from 400 people about the same thing.

What we *think* we know about job seeker behavior is a perfect example. Every recruiter, HR professional, job board operator, and staffing executive can trot out story after story of how job seekers behave – usually in service to their particular point of view. I'm guilty of this myself! But as a data-driven marketer, I have been surprised too many times by 'real data' to trust anecdotal evidence. I want data – and lots of it.

That's why I (in combination with eHarmony and Job-Hunt.org) conducted a survey of 1,276 job seekers this fall to determine what they *actually do* in the process of looking for work: how do they use mobile devices? Do they really rely on social media? How do they really use job boards? Some of the results will probably line up with your expectations – but others may not.

The respondents were broken into two general groups. The first, which I call 'random', were from a USamp survey population of 1001 respondents between the ages of 20 and 60 – no other criteria were applied. The second, which I call 'active seekers', were 275 self-selected respondents drawn primarily from users of Job-Hunt.org, a popular career resource site.

So, what did we discover?

Usage of job search tools

Active seekers used job search tools such as job search engines (74%), career sites (70%), job boards (67%), professional networks (67%), and social media (65%) at **much higher** rates than did the random respondents – in some cases, at twice the usage rate. Perhaps this would be expected, as active seekers are more educated about the opportunities – but it also illustrates that the general job seeker population is relatively **uneducated** about the online resources available to them in a job hunt.

Computers vs. mobile

Another area we focused on was the use of computer technology. For both sets of respondents, **desktops** and **laptops** remain most heavily used for creating a resume or profile (65%), and applying for jobs (67%). **Cell phones** and **tablets** – although used at a much lower level – were used to search for jobs (42%) and research employers (32%). I suspect the mobile device behavior will change as the technological issues surrounding applying for a job are surmounted.

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Job board issues

When we asked active seekers **how** they used job boards, 86% said they located a job on the job board, but then applied for the job **on an employer site**. An impressive 76% said they used the job board to **identify employers** in their profession. Similar results came from the random respondents, with 67% using the job board to **research jobs**. The fact that so many respondents apply for jobs directly on an employer site – even though the job was originally found on the job board – could be problematic for the job board.

Social media

The biggest difference we saw between the two response groups came in their answers to social media usage during a job search. Active seekers overwhelmingly used **LinkedIn** (93%), with Twitter and Facebook usage much lower (38%). Google+ came in at a surprising 29%, given its relatively profile in the HR and recruiting press as a job search tool.

Random respondents relied on **Facebook** (57%) as their top social media job search choice. LinkedIn and Google+ followed at 36% each.

Why the disparity between the two groups? I suspect that although LinkedIn seems omnipresent for those of us in the recruiting industry, in the greater world it still runs a **distant second** in visibility to Facebook. I expect LinkedIn to continue making inroads, but it has a long way to go.

So what to make of this? Certainly, it seems that general job boards have **a bit of an image problem** (3 out of the 4 terms were negative). It also seems that LinkedIn is viewed as the 'professional' site. This is a new question for the survey, so tracking attitudes in the coming years will certainly reveal more.

Final thoughts

Job seekers who **know more** about looking for work **use online resources more heavily** – as much as twice the rate as the general population. So for those in the online recruiting industry, it's critical to have an active **outreach** effort that focusing on educating job seekers. I'm not talking about a marketing campaign – instead, we should be doing what we can to show job seekers how they can conduct more sophisticated and successful searches. Sites like Job-Hunt.org do an excellent job of this – but they only reach a fraction of the population.

Why should we care if job seekers are educated? Simple – the more they know, the more they use online recruiting services. That means more successful hires, more revenues for providers, and more satisfied employers and job seekers. Visit Jobboarddoctor.com to learn more.

How to Email an Engineer

By Entelo.com

Recruiters have it tough. Whether you're working at an agency or recruiting in-house for a startup- finding, engaging and ultimately hiring engineers has never been tougher. Most companies are looking for top talent, but even if you have a brand name like Google, Facebook or Square backing you, it's increasingly difficult to get the best talent to find and apply to work at your company. Recruiters now have to focus on outbound processes that involve reaching out to engineers through a number of different avenues, most notably through LinkedIn InMail or email.

So what's the best approach for reaching out to technical talent? How do we get in touch with engineers when LinkedIn InMail response rates have drastically fallen?

These are questions that seemingly every recruiter asks about, and very few seem to have the answer to. At Entelo, we know of a few strategies for optimizing your response rates and ultimately increasing the number of candidates that get into your pipeline. Here are the steps we've determined for sending great messages with high response rates:

Do Your Homework

The best engineers are receiving scores of messages per week, many of which are form emails that are *incredibly unspecific* to the candidate. **The #1 thing you can do to immediately improve your response rates is to research each candidate before reaching out to them.**

This may sound intuitive, but you'd be surprised by how many recruiters don't practice this notion. Let's take a look at an example sent by a recruiter:

"Dave –

*My name is Kelly ** and I am reaching out to you to see if you would be looking to make a career move. I am searching for creative and talented Ruby Developer to add to a rapidly growing team. The position is located in the San Francisco Bay Area. You do not need to be there now, but should be willing to relocated there within a short but realistic time frame. Relocation expenses will be shared by my client. They are serious about bringing on the right talent, so they will pay for the right person.*

*Base Salary is open and depends on your experience.
..Snip...*

About My client: They are a rapidly expanding, VC-funded tech startup positioned squarely on top of the social media marketing revolution. Their platform allows brand managers and marketers of all shapes and sizes to quickly create a variety of promotional campaigns to engage and interact with the users and fans of their brands."

How to Email an Engineer

By [Entelo.com](https://entelo.com)

Despite the vague nature of the messaging (i.e. “rapidly expanding, VC-funded tech startup”), this may seem like a passable message to send to an engineer.

Unfortunately, this recruiter is looking for a Ruby developer and sent this message to the creator of Ruby on Rails, David Heinemeier Hansson. Needless to say, but this was 100% preventable with even a little bit of research- the first thing listed in David's Twitter Profile is that he's the “Creator of Ruby on Rails.”

Now more than ever, you'll find a wealth of data about people; particularly the tech-savvy engineers, designers and product managers. There's a whole host of websites where you can find out more about technical talent including Github, StackOverflow, Dribbble and many more.

Be Specific

Whatever it is, do that initial homework to find candidates that could be great fits and then **be very specific in your message as to why you were interested in them**. Maybe they've worked for a similar company (i.e. SpaceX hiring engineers from Lockheed). Maybe they've worked on relevant projects (i.e. Lyft or Uber hiring engineers that have worked with the Google Maps API). Let's take a look at how Square may have initially recruited for their technical team:

“Hey [NAME],

Saw that you've been working on the security team at PayPal for the past 2 years and was impressed with how your team has improved payment security while improving performance 5-fold.

Likewise, we're working on some highly technical payment challenges ourselves and thought you'd be interested in learning more about Square's security challenges...”

Doing research beforehand and being specific at the beginning of your message will grab engineers' attention and show them that you've taken their time seriously. Remember, **it's a courting process**, and if the person doesn't like you from the first email sent, how will they like you through the entire hiring process?

Side note: the initial hook doesn't necessarily have to be work-related either. We've seen success where recruiters mention something specific in a candidate's profiles or personal website. For example, reading one of their blog posts and referencing that (i.e. “Came across your blog post on [topic] and couldn't agree more with your thoughts on [fill in the blank]...”) can also be highly effective to get engineers to respond back.

How to Email an Engineer

By [Entelo.com](https://entelo.com)

Fit the Role to the Candidate

While it may not be too hard to avoid sending the “Creator of Ruby on Rails” a recruiting email for a junior ruby developer role, it is hard to keep track of all the engineering “celebrities.”

Here's a couple ways to avoid reaching out to vastly overqualified people even if you're recruiting at scale:

- *Understand the role you're looking to fill:* This may sound like a no-brainer, but work with your hiring managers and engineering leaders to understand what they're looking for and what the ideal candidate will look like. This sets you up for success and allows you to avoid spending time on the wrong candidates.
- *Align the role to the Candidate's trajectory:* If the candidate is an Engineering Manager at Google, don't send them a message to fill a Jr. Java Engineer role. Message candidates when the role you're looking for aligns closely to what they'd be interested in.

If you make sure to be clear and concise as to how the role and their experience align, you should see a noticeable improvement in your response rates.

Be Concise and Provide a Clear Call-to-Action

Whether you're sending an email to a sales prospect, a prospective business partner or an investor, you should always make sure that your email is as concise as possible. This same principle applies when sending emails to engineers.

The best engineers are solicited hundreds of times a week, so make sure to value their time and provide a clear next step in the event they are interested in leaving their current job. Here are some tips for doing this:

- *Keep your company blurb short:* Too often do we see recruiter emails that contain multiple paragraphs about the company. Keep the blurb to **2 sentences or less** and do not be afraid to iterate on this until you're seeing results.
- *Keep your email under 10 lines:* For an initial reach out, there's no need to have more than 2 lines for your opener, 2 lines for your company blurb, 2 lines for why the role is good for them and 1-3 lines to close and build rapport. While these are generally good upper limits, the shorter and more concise you make your messaging the better your results should be.
- *Provide a clear call-to-action:* It's basic human psychology to want to answer a question, so try ending your messages with a question regarding next steps. Something simple like “Would you be open to chatting (~5 min) on Friday to learn more about the role?” will provide a clear next step for the candidate.

How to Email an Engineer

By [Entelo.com](https://entelo.com)

- *DON'T ask the candidate to apply:* While a good call-to-action can generate interest, asking a candidate to do unnecessary work can quickly result in them ignoring you. If you've already done the research on the candidate, then **make it easy for them** by inputting their information into your applicant tracking system yourself. **Show** them how smooth the process will be and how well you'll take care of them. That'll not only increase your odds of hiring them, but even if they don't end up joining, they'll be much more likely to refer other candidates.
- *Include links for more information:* Whether it's in your signature or in the footer of your message, include links for more information so the candidate can do more research if they'd like. Links to the company page, job description, press releases and your contact information will provide an additional sense of security and opportunity for engagement with the candidate.

A/B Test your Subject Lines

While all of the above will greatly help you craft awesome message to candidates, none of this will matter if they never open your message. This is where testing your subject lines can prove to be extremely powerful.

Remember, the purpose of the subject line is to get the candidate to open the email. You can check out this [blog post](#) for some ideas and you can use software to keep track of how you're doing. Some useful tools we've come across:

- **Yesware:** This is a gmail extension that allows you to track whether your emails have been opened, clicked through and replied to.
- **ToutApp:** Similar to Yesware, ToutApp allows you to track your emails and is even more robust than Yesware although it is more expensive.

Test out what's working and keep iterating to maximize your results. Some successful subject lines we've come across include referencing something from their profiles (i.e "Came across your blog post on...") or referencing your company's investors. Keep trying until you find your secret sauce!

Putting it all together

Follow the above steps and you should greatly increase your response rates for engaging with technical candidates. Everything above is predicated on one guiding principle: **treat candidates with respect.**

You may be thinking to yourself, "this all sounds good, but I don't have the time to do this for every candidate." While your volume will almost certainly decrease, it's important to see the bigger picture.

How to Email an Engineer

By [Entelo.com](https://entelo.com)

The ultimate goal is to hire the right person.

Taking the approach detailed in this white paper provide a ton of benefits for the company at large:

- Higher response rates, especially from the top candidates
- Higher quality candidates **entering your pipeline**, resulting in less time spent by Hiring Managers and Technical Leadership (their time is incredibly valuable!)
- Engineers will appreciate your style, increasing the odds of them accepting your offer
- Even if they aren't hired, they'll appreciate the process and will be more likely to refer other qualified candidates

And there are tools and methods to automate parts of the process. Re-use your company blurb once you've settled on something you like. Use tools like [Typelt4Me](https://typelt4me.com) to automate phrases you use regularly. Include company details in your signature to save you time from typing out press releases, additional information, etc.

Here's the general email structure that we've seen has worked well:

Subject: "Saw that you know [Mutual Connection]" OR "Came across your blog post on [topic]" (TEST different variations!)

[Two lines of personalization; Reference what caught your interest about the candidate. It could be an interesting project, relevant experience, an insightful blog post or anything else that shows you've done your homework on the candidate]

[Reference why you're reaching out and why the role you're looking to fill is one which the candidate should be interested in. Be specific as to why this is the case.]

[Short Blurb about the company and the problem you're looking to solve. You can also reference any interesting technical challenges that you may be facing.]

[Call to Action. "Are you free for a quick 5 minute chat on {Day} to explore if this is something you'd be interested in?"]

[Signature including any relevant links]

Once you adopt the process, you can always figure out ways to optimize around it. Taking this approach has allowed us to get responses from CTO and VP candidates in a matter of minutes and has resulted in engineers responding back even if they're at companies that are near-impossible to recruit from. The process works - now go get started and [do share](#) any insights or successes you've had! Email us at contact@entelo.com.

Trash Your Non-Compete Agreement

By [Heather Bussing](#), Writer at [HRExaminer.com](#)

Noncompete agreements are bad for everyone. Employers like to make people sign them because they think they are protecting trade secrets or clients. But it's rare that any of those things are truly secret. If you don't have legitimate secrets that can be legally protected, then you're really just messing with people's ability to make a living and pay the bills. And well, that's a mean, rotten thing to do.

Noncompete agreements generally prohibit an employee from working in the same business, for a certain time, within a certain geographic area. Often, they also contain a non-disclosure clause that protects the company's trade secrets, and a non-solicitation clause that prevents a departing employee from taking clients, staff or colleagues with him. These types of agreements are called restrictive covenants, which would be a great name for a band. They are not so great for business.

They May Not Be Enforceable. A handful of states either won't enforce, or rarely enforce, noncompete agreements. In California, they are against public policy, and trying to enforce one can get you sanctioned. And just because your company is located in a state that recognizes noncompete agreements, it's the law of the state where your employees work that generally applies to those employees. So if you have employees all over, and most large companies do, the agreements may not mean what you think they mean.

Client Lists Are Not Secrets. Noncompete agreements often arise when a key salesperson goes to a competitor taking the clients with her. It used to be that having detailed client contact information could be a trade secret because it was hard to recreate that information from outside sources. Now there is Google. So it is becoming more and more difficult to claim that a client list or client information is a trade secret.

Neither Clients nor Employees are Property. Owning people was outlawed by the 13th Amendment to the United States Constitution. So as much as we would like to think our clients, or employees, or followers, or contacts, or connections are "ours," they're not. They are free to come and go as they please. While there may be rules about when soliciting them to leave is or is not okay, fundamentally, they will do what they want. And putting clients or employees in the middle of litigation to try to keep them is a stupid way to do business.

Your Trade Secrets are Secret For About 27 Days. Or minutes. Really, the secret way of doing almost anything is over. And new ways of doing your thing, and the next thing, are being invented faster than anyone can keep up. Why are you focused on the rear-view mirror and trying to protect something that will be obsolete long before the lawsuit is over?

Litigation is Expensive and Nobody Wins Except the Lawyers. Even in states where noncompetes are recognized, they can only restrict competition when there truly is a trade secret to protect, and with the most narrow time and location restrictions needed to protect that interest. Lawyers never draft **that** agreement. Lawyers draft agreements to cover

Trash Your Non-Compete Agreement

By [Heather Bussing](#), Writer at [HRExaminer.com](#)

every possible situation, and to scare people. So the employer ends up with a broad, draconian document that they usually can't justify under the real situation. This leaves the court with 2 options: 1) find the agreement isn't enforceable at all; or 2) rewrite the agreement to a shorter time with a clearer more specific description of what the person can and cannot do while the restriction is in effect. Judges don't like doing lawyers' work for them, and never volunteer to do it. So the only way to get a judge to rewrite a noncompete agreement is to go through a very long, expensive trial. This generally takes more time than an enforceable noncompete agreement. So you just spent a boatload of money on litigation and attorneys' fees to win a lawsuit that no longer matters.

So get rid of your noncompete agreements, along with all the rest of the restrictive covenants that you make people sign because you might need them. Unless you are protecting something like the formula for Coke, you probably don't have secrets that can legally be protected anyway.

If you want to keep clients, don't mess with your employees. Instead, create a great product or service, care about the work and people doing it, and be smart, compassionate, and focused on your business. ■

Heather Bussing is an attorney who writes a lot, teaches advanced legal writing to law students and is the Editorial Advisory Board editor at HR Examiner. She regularly advises companies on personnel policies and how to navigate employment discipline and termination issues. To reach Heather go to her website at <http://www.bussinglaw.com>.



14 Global Workplace Trends for 2014

By [Ute Krudewagen](#), Partner at DLA Piper

With January in full swing and your first new year's resolution already broken, here's one goal you can keep: stay abreast of developments to get ahead of the curve, beginning with the top 14 trends impacting multinational employers in 2014.

1. Global expansion to new jurisdictions

As the global economy revives, companies will continue expanding globally. According to surveys, 76 percent of US CFOs reported overseas activity in 2013. While many companies going global still initiate expansion through standard jurisdictions such as the UK, the trend is to venture beyond. In Latin America, Brazil is still a hot spot, but Colombia, Mexico and Costa Rica are catching up. Africa and the Middle East are growing markets, while companies are expanding into South East Asia. In Africa, where financial indicators have more than tripled since 2000, Nigeria is earmarked to become the continent's biggest economy. Overall, we predict more focus on the MINTs – Mexico, Indonesia, Nigeria and Turkey – and CIVETS – Colombia, Indonesia, Vietnam, Egypt, Turkey and South Africa. These jurisdictions bring opportunities and challenges, which will be increasingly important for multinational employers to understand.

2. Greater competition for talent

The global competition for talent is increasing. Surveys rank Switzerland and Singapore at the top of the worldwide talent competitiveness indices (that is, the ability to attract and incubate talent) – the US ranks 9th. For the global employer, recruiting worldwide talent means investing in and retaining employees while complying with applicable laws and while granting financial incentives, such as equity grants.

3. Stronger need to protect the company

Companies looking to hire globally mobile talent need to be alive to the risks and opportunities as well as the potential for complex cross-border litigation involving those workers. They also need to protect confidential information and trade secrets, drafting strong post-termination non-competes (globally and locally) and assuring proper assignment of IP. Case law and legislation in this area are constantly evolving – one example is the new Korean Invention Promotions Act.

4. Extra focus on alternative workers

Around the globe, contingent employment is on the rise, and the desire for flexible workforces will only increase in 2014. In turn, alternative work arrangements – from agency workers and independent contractors to part-timers and temps – are being scrutinized more by governments, enforcement agencies, unions and international labor organizations. The EU Agency Worker Directive, for instance, is now in full swing. On July 1, 2013, China

14 Global Workplace Trends for 2014

By [Ute Krudewagen](#), Partner at DLA Piper

implemented [new regulations](#) limiting use of dispatch employees, which is anticipated to profoundly impact many employers in China.

5. A more high-tech, mobile office

With the advent of the high-tech mobile world, today's workplace bears little similarity to those of even the recent past. Issues emanating from Bring Your Own Device options, cloud computing, work-from-home arrangements and process automation will become increasingly important for global employers. Labor and employment as well as data privacy laws can impose limitations that may be unfamiliar.

6. Expanding employee data privacy protection

Data privacy remains an issue of great public interest and one of [growing concern to global employers](#) regarding corporate activities, obligations to third parties and employees' data. [Stringent data privacy rules initially originated in the EU](#), which is still revising its data privacy rules. Other jurisdictions have implemented major data privacy laws that affect how companies conduct business and treat employees. These include the Malaysian Personal Data Protection Law (effective November 15, 2013), Singapore's Personal Data Protection Act (effective January 2, 2013), Colombia's Data Protection Law 1581 (effective June 27, 2013) and Mexico's Privacy Guidelines (effective April 17, 2013).

7. Updates to social security, benefits and pension regulations

With today's demographic comes an increasing need to update social security contributions or increase workers' retirement age. Japan, Ireland and Spain have recently amended their retirement age, and China's new administration recently announced plans to do the same. We expect this trend to continue across the globe. Companies need to remain alert of any changes, since – as in Japan – there may be obligations to amend policies and procedures to address new rules.

8. New discrimination, harassment and gender equality laws

Legislation addressing discrimination, harassment and gender equity increased in 2013. This included:

- New stringent anti-bullying rules in Australia and British Colombia
- India's new sexual harassment rules
- The rise in power-harassment/bullying claims in Japan
- The EU's proposed directive for gender equity on boards of directors
- Argentina's gender identity law

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To ensure compliance, employers need to review and refresh their policies and procedures, carefully train employees and increase their efforts for workplace equity.

9. Eyes on wage and hour and misclassification

In the US, wage and hour enforcement is always a hot topic. But employees' awareness of these concerns, and of their employer's obligations to them, is growing worldwide. Case law is keeping up as well, with a very recent Korean Supreme Court case finding that certain bonuses need to be included in the regular wages used to determine overtime pay, resulting in a possible billion-dollar additional cost of doing business in Korea.

10. Ongoing workforce evaluation and restructuring

While there appear to be fewer large-scale redundancies, companies continue to evaluate and restructure their workforces. Internationally, due to the lack of at-will employment, this can pose fresh challenges to those unfamiliar with overseas jurisdictions. However, 2013 saw a relaxation of some of the more stringent rules to extend greater flexibility to employers and revive flagging economies. Recent developments include the reduction of the consultation period for large-scale collective layoffs in the UK and changes to the collective redundancy rules in France.

11. More cross-border litigation and investigations

Overseas employees appear to be more aware of possible co-employment claims against [US parent companies](#). US employers aiming to counter this trend and avoid non-US workers lodging claims in the US must strike a careful balance between global policies and local management. Cross-border investigations and litigation trigger yet another set of challenges, including the international limitations of the [attorney-client privilege](#).

12. Global focus on anti-corruption and whistleblowing

Regulatory authorities in many jurisdictions are [more aggressively enforcing global companies' compliance](#) with anti-corruption and corporate misconduct laws. Some countries, such as the UK, are considering [introducing financial incentives](#) to encourage employees to expose corporate wrongdoing. Robust compliance programs are more important to reduce employment legal risk. This challenge grows when multiple jurisdictions are involved, bringing into play myriad laws, regulatory requirements and distinct cultural approaches across mature and developing markets.

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13. Increasingly global M&As

Few mergers and acquisitions are solely domestic these days; the trend indicates more cross-border M&A activity. With that comes an ever-growing need for companies to understand the labor and employment requirements for global transactions, as well as relevant developments and trends, such as the UK's [TUPE reform](#).

14. Increasingly global unions

Unions are increasingly global as well, and [global campaigns](#) are on the forefront of union activity. A global employer must understand whether it could be a target of such activity or demands from a local union, works council or employee representative, and carefully plan its global labor strategy. ■

Ute Krudewagen is a partner in DLA Piper's global employment group. She handles issues around the world wherever her clients have a global workforce, including in Asia Pacific, Europe, the Americas, and the Middle East. Her clients range from start-up companies just "going global" to established multinational companies with a large and varied global workforce in industries such as IT, fashion/retail, oil/gas, manufacturing, etc. You can find Ute's blog on global employment and labor law at www.internationalemploymentlawyer.com.

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I'm the Sr. Business Development Manager for Kelly IT Services covering all the San Francisco Bay Area. I've been a recruiter for 5 years and seen firsthand, the emergence of SaaS/ Cloud Applications, Biotech, Pharmaceutical consulting, Open Source, Mobile, Big Data, and Social/Web 2.0 organizations.

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Michelle You is the founder of MichelleYouBiz.com, an international recruiting firm that specializes in recruiting mid-senior level engineers, management, executives, sales, marketing & finance professionals and bilingual talent in High Tech and Engineering industries in USA and China, particularly in San Francisco Bay Area in California and major cities in China.

The companies she's hiring for are fast growing international companies, start-ups, Fortune 500 companies and local businesses. She takes tough recruiting tasks from these companies and help them find the right people for the right jobs in the cost effective way.

Michelle has a very dynamic career path that led her from Beijing, Singapore to California as an engineer in electronics engineering, computer software, Internet and telecommunication industries. Later she changed her career into business and finance, and successfully built a wireless engineering company in San Francisco Bay Area as a co-founder.

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I host and moderate four major LinkedIn communities (Eclipse, Ruby-on-Rails, Java User Group[JUG], and Bay Area Technical Recruiters Society [BATRS]) and contribute and promote many other software engineering MeetUp events, foundations, ecosystems, and online communities.

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At the Helm is PJ Cunningham, CEO of Realinterface. She has over 25 years in the Recruiting and Staffing Arena. PJ has worked in every position in the industry from Corporate Recruiter to Regional Director to Firm Ownership. PJ earned a lifelong designation as a CTS (Certified Temporary Staffing Specialist) in the late 80's through the National Association of Personnel Services (NAPS).

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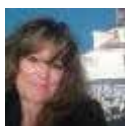
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Native in Portuguese, fluent in English and advanced Spanish, my background is in Electrical Engineering with emphasis in Computer. I really enjoy vibrant and innovative environment and particularly enthusiastic about new technologies. I really enjoy networking with professionals in the Sales, Recruiting and Business Development fields and encourage contacting.

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