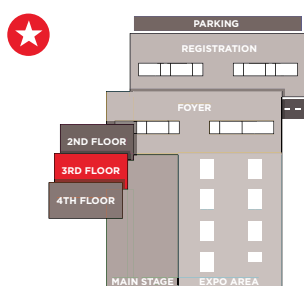


Case Studies



ROGER CLEMENTS FROM HYPHEN ON THE PARTNERSHIP WITH PEOPLEFLUENT AND THE CHALLENGES IN THE INDUSTRY



**3RD FLOOR
ROOM D301
11:45 DAY 1**

THE ENGAGEMENT ENIGMA AND HOW TO SOLVE IT..

Frederik Ballon
Director EMEA Operations
Peoplefluent

What are some general HR/recruitment challenges that are prevalent with your customers?

Blended workforce - In terms of the main challenges that we are seeing, I think the blended workforce is becoming a principal area of focus for a lot of organisations. We are seeing many organisations looking at strategic workforce planning which is driving a lot of focus on achieving the optimum balance of workforce composition. There is an emphasis from organisations on how to not just gain control of their contingent workforce but also how to leverage greater value through an integrated approach to strategic planning processes. I think a lot of organisations are looking at this more on a strategic level, where they want a proportion of the workforce to be a flexible resource, but a controlled flexible resource that can deliver the right value to the organisation. We can drive the correct strategies to recruit and invest in the right caliber people if we know we have other resources that can deliver other parts that might be more appropriate for the contingent space, so I think workforce planning is one of the biggest trends in the market.

Marketing linkage – is another important challenge with our customers. It is increasingly important to develop closer linkage between employer and corporate brand communications and create a unified brand communication strategy -- not just a recruitment communications strategy.

Emerging talent – With the increasing prevalence of Generation Y and digital native talent, we work with a number of our organisations to try and create a more inclusive working environment, removing shackles that may exist in a traditional workplace to really allow this

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segment of the workforce to flourish.

Referral Schemes - are becoming more prominent and customers are looking at sophisticated technology around social referral programs. These schemes are driving recruitment functions to engage their workforce more effectively to strengthen their talent acquisition efforts.

Given what we discussed about the current marketplace, why do you think Hyphen chose PeopleFluent as a partner?

I think PeopleFluent can genuinely provide strength and depth in both of the core areas (recruitment and vendor management) of functionality required. In the other platforms that we looked at, you would typically have to compromise your requirements in one area in order to satisfy your requirements in another. So you are forced to ask the question: are you looking for an ATS with some VMS functionality or are you looking for VMS platform with some ATS functionality? What you get and what we've found with PeopleFluent is that you can actually look at each one of those functional requirements in isolation and find strength and depth. The fact that they sit under one platform is a real bonus which allows us to have that consolidated single view. Frankly, there are not many providers out here that can provide a consolidated single view.

How much pain do you think it causes not having the right technology in place?

A poor decision on technology holds up an entire service. As RPO and outsourced service providers, our take is always that technology needs to underpin the service. We tend to design a service and then work with PeopleFluent to configure their technology to meet the design of the service. What we often find is that if we pick a poor technology partner we are unable to configure the technology to support the service we are looking for. Therefore, we compromise on the service or we compromise on the functionality of the technology. Regularly working strategically with technology partners allows us the confidence to configure the service the way we want and we know the technology will follow.

Case Studies

The other area is user adoption, specifically client adoption and the functional user. If we partner with a poor technology that provides a poor candidate experience or poor hiring manager experience, then we're already compromising the service right away, so it has massive impact if we choose the wrong partner.

Where do you see RPO/MSP moving forward?

I see a continued evolution of models that will encompass the convergence of RPO/MSP services into a blended hybrid solution. From a pure RPO perspective, I think there is going to be a greater degree of linkage between what a recruitment/talent acquisition function does and the success of the people that are recruited through it.

From an RPO provider perspective, I think commercially there is a demand for us to have a greater degree of our commercials at risk based on the quality and outputs of the individuals that are hired through the process. In the past, it has been somewhat simplistic in the way RPO models have typically worked. That model is changing now where I believe we will see organisations seeking to outsource their talent acquisition function but will also be seeking their RPO providers to have a more tightly aligned commercial interest around the quality and output of hires delivered through the service.

How does this affect HR?

Chief HR Officers will in the future be able to go to the Board, saying yes we are able to attract and yes we are able to engage and yes we have a robust talent pool; not only do we have a robust pipeline of future talent, but we know that the pipeline of talent we have maps against our organisation's strategic drivers. From a blended perspective, HR traditionally has not really been responsible or accountable for the contingent element of the workforce, but I would say this is rapidly changing. HR really needs to grapple with the idea that in past they may have only looked at 60% of their workforce but now need to look at the 100% workforce. This 100% may include permanent talent, associate talent, and consultant talent, but also taking it a step further and looking at the workforce that is outsourced.

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How does PeopleFluent fit into that vision?

PeopleFluent fits into the vision by providing that single view – the single data view of the process – but also creating consistent processes, hiring experience, and candidate experience for candidates being hired by an organisation. Technology providers need to be continually at the forefront of behavioral change and pushing the market in terms of integrations with emerging social platforms, but also driving seamless data exchange and integrations with bolt-on tools that are regularly coming onto the market that will assist in the candidate talent acquisition process. It is incumbent on providers such as PeopleFluent to understand these tools and determine whether to build them internally or have strong integrations with these platforms. We work closely with technology partners such as PeopleFluent to be a step ahead of what the market is doing and where it is moving from a technology solution perspective. Working in partnership with PeopleFluent allows us to have regular dialogue on the trends in the marketplace, what some of these trends mean, and how these trends affect the PeopleFluent roadmap. Essentially, it's just an open and honest conversation.



Speaker Interviews



TELL ME WHAT YOU WANT, WHAT YOU REALLY REALLY WANT: WHAT HIRING MANAGERS REALLY WANT FROM RECRUITMENT

By: John Vlastelica



John Vlastelica Founder & CEO Recruiting Toolbox



I'm a corporate recruiting leader (Amazon, Expedia) turned consultant. And I've been fortunate to partner with recruiting and HR leaders from some amazing companies, including Nike, Hitachi, Carl Zeiss, World Bank, Electronic Arts, Google, and Nestle. As part of our work – usually focused on sourcing, interviewing, and talent advisor training, as well as process improvement and employment branding – we hold focus groups with hiring managers, so that we can be sure to deliver what the client needs. To date, we've talked to well over 1,000 hiring managers, across industries and geographies, from entry level to executive level. Below I'll share some of the key themes and requests we hear, and what we – as recruiting professionals – can do to help our hiring managers succeed.

What Hiring Managers Ask For?

Faster, Better Candidates

No surprise, Hiring Managers want more candidates, faster. Now, when you ask them why they want "more" and what "fast" means, it varies wildly. Too many of our hiring managers have not clearly defined their own hiring criteria, so they use the CVs and candidates we generate to figure out their real needs. They're often not decisive early in the process, so even if we generate great candidates, they want more CVs. Not because the first ones aren't good, but because they don't know what they want. And "faster"? Well, most have completely unrealistic expectations around time. Many believe everyone is dying to work for their company, and that sourcing should be easy.

What can we do?.....

Almost all recruiting evil (smile) in the world comes from poorly set expectations between hiring managers and recruiters, and poorly defined hiring criteria. The best recruiters leverage calibration CVs to "lock down" the target candidate profile, and ensure they leave their

About 95% of the hiring managers we've talked to have never seen a written recruiting strategy or plan from their recruiter

strategy meeting with a well-defined target candidate, so that they can source quality candidates, faster. As for speed, great recruiters are fantastic at sharing realistic timelines during their first meeting with the Hiring Manager. The best of the best also proactively discuss what typically causes delays in the process, and make a plan to address potential delays before they happen.



Speaker Interviews

Strategy and Plan

About 95% of the hiring managers we've talked to have never seen a written recruiting strategy or plan from their recruiter. When asked what they think should be included in a plan, they either don't know, or – frankly – want something pretty basic.

What can we do?

Plan the work, work the plan. Give the hiring manager a basic plan – even a simple email is ok – with things like the top 3-4 sources we plan to leverage, the target companies we want to go after, our core selling message for this type of candidates, recommended compensation, and a recommended interviewing process. Do that, and you'll impress them and put yourself in the top 10% of recruiters.

Point of View

About 1/3 of the Hiring Managers want us to bring more than just process and sourcing expertise to the conversations. They want us to bring recommendations, a point of view, and – at times – push-back if we feel like they're pursuing a type of candidate or interviewing process that's not what they really need.

What can we do?

As recruiters, we need to elevate our roles from feedback chasers and note takers (smile) to advisors, who make strong cases for candidates who will be good long term fits (even if they lack a few trainable skills or come from outside the hiring manager's target industry) and recommend strategies, processes, selling messages, and compensation packages that demonstrates our subject matter expertise and market intelligence. This means we need to actually interview the candidates we recommend, and invest additional time around strategy.

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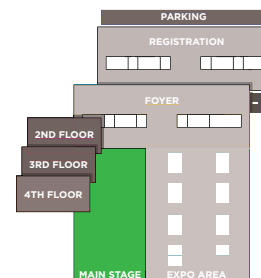
Reactive and Proactive

Hiring Managers want us to return their emails and calls quickly, and when a new vacancy arises, they want us to jump on it, and get candidates flowing within days, not weeks. They also want us to be proactive. I'm shocked at how many Hiring Managers talk about pipelining candidates now – 3-4 years ago, that was language only recruiters used. Managers want us to be proactively recruiting talent, with talent pools we can draw from for new openings.

What can we do?

Obviously, we need to be responsive. And – to be proactive – we need to ask managers questions about their longer term needs and priority roles, partner with HR to predict turnover and identify high potentials, and look externally to build relationships in talent communities so that we're not starting from scratch every time. In an ideal world, we'd have regular conversations with passive candidates, building talent communities for our companies, and loading all of those contacts and leads into our CRM. The reality, though, is that many of us are way too busy with our current recruiting load to proactively source talent, many of us don't have talent community technology or a CRM, and – even more importantly – too many managers who want us to develop relationships with passive talent have no idea how to talk to a passive candidate. These leads often don't have an updated CV and aren't dying to work for your company – they need to be recruited by us and the Hiring Manager. So, before we invest time in proactive recruiting and a lot of passive candidate recruitment, we need to invest time internally, educating Hiring Managers on how to reach out to their own networks, and how to talk to passive candidates.

These are just a few of the many requests we hear from Hiring Managers. How do you ensure you're listening to what your Hiring Manager community wants? What do you hear when you ask? I'd enjoy learning more about what you think the key is to effectively managing your Hiring Manager relationships. Please connect with me at iRecruit or email me at john@recruitingtoolbox.com to share your point of view and ideas.



1ST FLOOR, MAIN STAGE

08:30 DAY 1 & 2

OPENING INTRO
WELCOME NOTE

08:45 DAY 1

"TRY HARDER"
IS NOT A STRATEGY.
HOW TO LEAD
RECRUITMENT IN A
CHANGING WORLD



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» Professional recruiting is about sighting top candidates – and getting them on your side«



Energizing employees.

Companies require success. Success requires energy. The energy to change things, perform, grow and take risks. But no matter how much the business world changes, the most important source of energy remains people pulling in the same direction. Wouldn't it be wonderful if there were a talent management software package which could release this energy, channel it and use it effectively? And thus increase your company's success? It's here!

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