Recruiting Strategy:

From the Boardroom to the Trenches

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Recruiting is not an easy business. While some may argue that it's simple, that viewpoint is often skewed by the position a recruiter finds him or herself in. For third party recruiters, the maxim, *we find people for jobs* holds true and the interaction may stop one to two weeks after the candidate's first day. Meanwhile the corporate recruiter is not only expected to interface with marketing to create an employment brand but sort through employee referrals, job board advertisements and a complex legacy system to find the right candidate. But even these examples don't cover even a little bit of what recruiters all over the world do day in and day out.

So what's the secret formula? Lots of smart recruiters feel that moving their jobs out of the tactical and into the arena of strategic makes their job easier. Viewing recruiting as a strategic business objective helps translate the function from a corporate perspective all the way down to the trenches, or the "bullpen". Whatever professional situation you find yourself in, building a strategic approach that makes sense at all levels and all stages and then walking through that plan, often alleviates some of the recruiting pitfalls we hear about all the time.

Sometimes this means taking a deeper look at tracking activities and setting up metrics to understand and possibly justify the value of practices, processes and outcome. For other companies, it means looking hard at whether the perceived employment branding is indeed that the brand and does it attract the right candidates? Still others may assess their function as a whole and realize what worked for a small company is no longer meeting a medium sized company's needs. In some cases, new tools must be purchased, replacing leadership may be in order and creating new more efficient processes can be part of creating a strategic recruitment plan that will support the end goal, valuable employees.

Both Recruiting Trends and RecruitingBlogs.com find themselves in the position to observe recruiters on a daily basis and watch as they continuously wrestle with their profession. We've collected articles from foremost experts and relative unknowns, recruiters in big corporate companies and small one-man shops, but what they all have in common is a strategic approach to recruiting.

We'd like to thank the people who contributed and we encourage you to continue to follow their work. Detailed bios about the authors are available on the last page of this ebook.

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Innovation and Inclusivity by Joe Gerstandt

If you need innovation (and I think you probably do), you need diversity.

For more and more organizations in more and more industries, creativity and innovation are rapidly becoming the best new opportunity for establishing competitive advantage. This is no big secret as there is a great deal of writing, talking, buzz-wording, best-practicing and shouting about innovation today. Innovation is also coming to be viewed as increasingly important to education, non-profit and government entities working to address increasingly complex and systemic issues. Beyond the organizational context, innovation is also starting to be seen as a key driver for growth and vitality for communities and even regions.

Innovation is important. That does not seem to be in question. Where there seems to be a bit more confusion is in the area of what you need to make innovation happen. In addition to a commitment to innovation and an infrastructure to support it, you have to understand what its ingredients are.

One of my favorite books on the topic is **The Medici Effect** by Frans Johansson. Johansson does a great job of providing numerous examples of innovation happening at intersections of different cultures, different professions, and different organizations.

Among other things, what Johansson does with this book is illuminates the importance of diversity (or difference) in innovation. He reminds us that difference is the key source of value in generating new ideas, new approaches. He also reminds us that this is not a new understanding and has been spoken to be a number of people, among them Thomas Kuhn in his seminal book **The Structure of Scientific Revolutions**, where he points out that "almost always the men who achieve fundamental inventions of a new paradigm have been either very young or very new to the field whose paradigm they change."

The interesting thing about many of the innovative efforts these companies are benefiting from are never spoken of as "diversity initiatives", but they are reliant upon diversity and one of the most explicit manifestations of its value.

Difference is valuable and those that bring difference are more likely to contribute to innovation.

G. Michael Maddock and Raphael Louis Vitton of Maddock Douglas talk about diversity (difference) as a key to sustainable competitive advantage in this ***Business Week*** article and offer up some of the most successful and innovative companies as proof:

"Diversity=Sustainable Competitive Advantage. (This, of course, is the Holy Grail.)
Don't take our word for it. Some of the best, and most innovative, companies—Booz Allen Hamilton, Deutsche Bank (DB), DuPont (DD), Pfizer (PFE), and Raytheon (RTN)—believe diversity to be one of the invaluable ingredients that leads to sustainable competitive advantage."

The interesting thing about many of the innovative efforts these companies are benefiting from are never spoken of as "diversity initiatives", but they are reliant upon diversity and one of the most explicit manifestations of its value. This recent article in ***The New York Times*** also highlights the importance of diverse groups of people in innovation and problem solving:

"The best innovations occur when you have networks of people with diverse backgrounds gathering around a problem," says Robert Fishkin, president and chief executive of Reframeit Inc., a Web 2.0 company that creates virtual space in a Web browser where users can share comments and highlights on any site. "We need to get better at collaborating in noncompetitive ways across company and organizational lines."

It's a perspective shared broadly in corporate America. Ed Catmull, president of Pixar Animation Studios and Disney Animation Studios, describes what he calls "collective creativity" in a cover article in the September issue of ***Harvard Business Review.*** "Creativity involves a large number of people from different disciplines working together to solve a great many problems," he writes. "Creativity must be present at every level of every artistic and technical part of the organization."

So. You may very well be part of an organization that is currently talking a great game about creativity... innovation...but, do they really get it? Are you really bringing more diversity together around issues and valuing different perspectives? A lot of organizations are still talking about "tolerating difference" ...and the time has come for us to do much more than that, we have to relentlessly pursue difference and put it to work. Easier said than done for most of us, but if we want better solutions (or solutions at all) this is part of what will get us there.

Recruiting Women By Paula Santonocito

Last fall, the Bureau of Labor Statistics (BLS) reported on a dramatic change in U.S. worker demographics: For the first time, women now account for nearly half, 49.9 percent, of the U.S. workforce.

While it might be assumed this is because more women, including those with young children, now work, another factor has contributed to the shift. From an employment standpoint, the U.S. recession impacted more men than women as male-dominated industries like construction, transportation, manufacturing, and wholesale trade lost large numbers of jobs, where female-dominated industries like health care, government, and education shed fewer positions.

The growth of the female workforce might seem like good news for women. Nevertheless, the reality is the median weekly earnings of full-time women employees is 80 percent of men's earnings.

Where Women Work

Part of it has to do with the jobs women hold. A BLS list of the most prevalent occupations for employed women shows the top five job categories for women are still secretaries and administrative assistants; registered nurses; elementary and middle school teachers; cashiers; and retail salespersons.
But job choice is not the only issue contributing to the pay gap. Even women with MBAs in high-earnings professions lag behind men, according to a study conducted by Catalyst, an organization dedicated to advancing women in the workplace.

Catalyst finds women MBA grads make on average $4,600 less in their initial jobs, and continue to be outpaced by men in rank and salary growth. According to the report based on the study, "Pipeline's Broken Promise," men are twice as likely as women to hold CEO or senior executives positions and less likely to be at lower levels, where women are overrepresented.

What accounts for these differences? The so-called mommy track apparently isn't a factor. Neither parenthood nor level of aspiration explains survey results. Catalyst findings held when considering women and men without children as well as those who aspired to senior leadership positions.

Assessing Assumptions

So, why are women underrepresented in senior management positions, and in fields like engineering and technology, where the jobs pay well? The problem may initially have to do with assumptions that recruiters, hiring managers, and others make about women's skills and qualifications. Later, those same assumptions affect advancement opportunities:

Indeed, a new book, "Playing to Strength: Leveraging Gender at Work" by Alice Adams, explores how society has come to view the skills of men and women differently and how this perception infiltrates and harms the workplace. Adams debunks long-held myths in her book, analyzing research to show that for 78 percent of measurable attributes there are little or no differences between men and women. She also offers detailed strategies to help companies recruit, hire, and retain female workers.

WHEN AN ORGANIZATION EMPHASIZES TRAINING AND ADVANCEMENT, ALONG WITH SALARY, BENEFITS, AND LENGTH OF EMPLOYEE TENURE, THE MESSAGE RESONATES STRONGLY WITH WOMEN

Reaching Out

"Playing to Strength" includes a sample gender-inclusion plan for a male-majority workplace based on a plan that was actually implemented. Aimed largely at recruiting, the plan, attributed in the book to a fictitious manufacturing firm called Rack Inc., should be required reading for any organization targeting women candidates.

Adams focuses on key recruiting points. "The most basic initial message women should get is simple: You belong in this job," she writes. She then goes on to explain how to help women make the connection.

"Good visuals are the fastest way to convey the message and vault prospective female applicants over the first hurdle—the automatic perception that our jobs are reserved for men," Adams says.

Women need to "see" a good fit between themselves and the job. "Existing recruiting methods are not communicating well enough with women who have to have a picture of what the job is before they either turn away or take the next step," Adams says. Specifics about the nature and rewards of the job and the personal qualities required to do it are also essential.

And there's more—much more. Adams provides specifics about what to include in recruiting material. One of the many noteworthy tips is to "highlight the future." To this end, when an organization emphasizes training and advancement, along with salary, benefits, and length of employee tenure, the message resonates strongly with women, she says.

For the company hiring for nontraditional jobs or in an industry that is traditionally male-dominated, Adams suggests a web page to highlight women in the company. Using the fictitious company in her case study, Rack Inc., Adams recommends a page titled, "Women at Rack Inc." The page need not be elaborate, but it should be friendly, informative, and easy to find, she says, indicating action photos of women on the job are helpful.

Other recommendations in "Playing to Strength" include where to recruit female candidates. Among the suggestions are websites and organizations for women.

Sprinting Forward
It's a strategy FurstPerson, a recruiting firm working with communications giant Sprint, has begun exploring. The company receives a lot more applications from men for its over-the-phone tech support job openings, says TJ Miller, a recruiter for Sprint's technical support contact center in Oklahoma City.

With the goal of letting more women know about the positions, which offer medical, dental, vision, and a 401(k) plan; growth opportunity; a generous vacation package; and scheduling options based on a combination of customer service and attendance, Miller has begun exploring "where women go to look for a job."

He contacted approximately 15 women-centric publications and organizations via email, introducing himself and explaining that he is designing a recruiting program specific to women. "I am interested in learning how I might be able to utilize your organization to assist me in this initiative by discussing how these job opportunities might be appealing to the members and visitors of your organization, and how we might be able to get visibility of the job postings to them," Miller wrote.

A decision has not yet been made on how to proceed with advertising, but the response from the organizations Miller contacted has been positive. About 80 percent are interested, he says.

Delivering Equal Opportunity
Obviously, connecting with women is an essential step in the recruiting process, and it may require deviating from typical recruitment strategies.

Meanwhile, it is incumbent on the hiring organization to provide women with jobs they seek: positions that offer professional growth and earnings potential.

Hiring the "A" Team: The Right Ingredients for Recruiting Success
By Ryan Leary

Shifting demographics are significantly impacting the composition of the talent pool. In today's global economy where the most critical competitive differentiators are derived from a higher performing workforce, HR professionals need to support their organizations with a firm strategy that addresses hiring challenges. To sustain and drive a market leader position, hiring the 'A' team is a necessity, not an option.

Admittedly, the game has changed. Gone are the days when posting to a job board resulted in a flurry of qualified candidates. Even social networking sites – such as LinkedIn and Facebook – aren't fresh ideas when it comes to sourcing candidates. Fortunately, there are new ways of addressing hiring challenges, if you start with three main ingredients: employment branding, creative sourcing and pre-hire assessments.
First, when was the last time that you checked your company's employment brand? While we're all familiar with readily recognizable consumer brands, when a job candidate peers from the outside looking into your organization, what do they see? Is your company the brand – such as Hewlett-Packard or IBM – or is your company a house of product brands – such as Crest, Tide and Bounty? Is your company socially responsible, a purveyor of environmental and community best practices? Or, has your brand been tarnished by workforce reductions and high profile litigation? Ask yourself: is my company an employer of choice or

one that candidates chose to avoid?

A positive employment brand must be as carefully crafted as the company's marketing brand. Researchers at McKinsey encourage employers to apply the same "rigor and precision" to their employment branding efforts as they do to brand the overall company. However, establishing an employment brand isn't as simplistic as linking the company's brand to HR's efforts. Knowing what motivates your ideal candidate is an important component of creating the brand that will attract, retain and motivate them. It's also worth noting that generational differences drive candidate expectations so whereas a baby boomer might be more receptive to a "stability" brand, the millennial candidate is more concerned with training opportunities and a company's innovation.

Another important aspect of brand management is to consider which other companies compete against you for talent. Whether you're sourcing candidates against each other geographically, or within a specific field of expertise, a "win-loss" analysis will help determine why other companies are attracting the candidates you're seeking to hire. This analysis should also include examination of how your brand messages are being delivered to candidates, from radio, TV and newspaper advertising, to the reception that a candidate experienced the first time they step into your lobby, and to how the hiring manager supported the brand messages during the interview process.

"Best fit" candidates become engaged employees and research supports that the more engaged your employees are, the longer they stay with and the more valuable they are to the corporation. Research consistently indicates that engaged employees are more likely to recommend their employer as a place to work and have pride in the organization.

Employment branding is a strategic initiative that requires constant nurturing. Creative sourcing of candidates requires the same level of attention; without a healthy qualified candidate pipeline, HR cannot possibly serve the needs of its internal customers and support overall organizational goals. The time to source candidates is now, proactively; not reactively when the position goes open. This allows your talent acquisition team to maintain a lean, qualified pipeline of "ready talent" to be called on when the needs arise.
Logically (and conveniently) when one thinks of sourcing candidates, job boards are the first place to start. The proliferation of job boards has made it the predominant sourcing tool; however, this must be incorporated with an active recruitment strategy to canvass all potential talent. Casting the net too wide and far will result in an overwhelming deluge of likely non-targeted talent. This "spray and pray" approach also backfires by sullying your employment brand when earnest candidates expect to hear back from the company on their submission.

Many times, the most effective means of sourcing candidates is right in front of you. Your existing workforce and relationships are rich sources of referrals. Implementing a referral program that incents your employees for candidate referrals will also result in more engaged employees, which directly impacts retention and productivity.

Which brings us to the third ingredient in our recipe for success: how do you know a candidate is really the right fit? After making the investments in your employment brand and sourcing programs, make sure that you have the right pre-hire assessments in place to qualify candidates. For example, are you recruiting for frontline positions that require outstanding customer service skills? Or, is the job requirement to spend hours, if not days, alone and heads down on extremely detailed projects? Taking this scientific approach diminishes variances in hiring and interviewing practices, and also supports other key programs, such as

succession planning and building a pipeline of high potentials.

A good example is McDonald's U.K. and Northern Ireland new pre-hire assessments tool for their hourly-paid staff. Each year that organization receives more than 400,000 applications for its crew, customer care, and maintenance positions and the new assessment is an integral part of its 'Hire the Smile' recruitment process for the organization's 1,225 U.K. - and Northern Ireland-based restaurants. The assessment measures candidates against the key competencies necessary for a successful career at McDonald's, namely: customer engagement, personal interaction, teamwork, and speed and accuracy.

"Best fit" candidates become engaged employees and research supports that the more engaged your employees are, the longer they stay with and the more valuable they are to the corporation. Research consistently indicates that engaged employees are more likely to recommend their employer as a place to work and have pride in the organization. Pre-hire assessments enable employers to determine if they're advancing the right candidates in the hiring pipeline and investing in those candidates that have high probability of staying with the company.

Regardless of economic fluctuations, the recruiting game has changed. Today, even public sector employers are feeling the pinch. A major Canadian city that only 10 years ago had turnover rates of 2.5% is struggling with turnover exceeding 10%. Well-planned and executed recruiting programs are the only means of "seeing around corners" to make certain that your company's efforts aren't casualties. Assembling and mixing the right ingredients will help you ensure recruiting success.

Skate to where the puck is going by Omowale Casselle

As our knowledge and learning about Social Recruiting continues to evolve, it might be tempting to simply try to mimic the success of the emerging case studies. However, these case studies should be used not as turn-by-turn directions but more strategically as the foundation for future success. As Wayne Gretzky famously described his hockey strategy, "I skate to where the puck is going, not where it has been." For someone described as the best hockey player of all time, despite being undersized, this is not bad advice to follow.

Continuous Improvement

The companies that have taken an early lead in Social Recruiting are there because of their willingness to dive in and learn for themselves about how to extract value from the changing landscape. These companies are continuing to experiment with ways of gaining an additional advantage in successfully recruiting talent for their organization. As a result, if your company simply tries to mirror what these companies are currently doing, your organization will remain at a disadvantage to the continuous improvement of leading organizations.

Predictive Lessons

Companies that have used social media for recruiting are generous in describing how they have used these tools. When a company describes their success, it is important to think about, "What is the underlying reason why that worked?" From this, one can reasonably predict what new tool or new strategic use of these tools would also have a reasonable chance of success. This is how you start to either gain ground or leapfrog the competition. In the future, no organization knows for sure what recruiting strategies will be most successful. But, there are indicators that can help direct future initiatives.

Internalizes Knowledge

In order for your organization to be successful in using these new tools, the members of your recruiting team have to understand deeply why they are beneficial for both employers and candidates. At this point, your company is in position to effectively develop a Social Recruiting strategy based on reasonable rationale about what you think will be useful for target candidates. Since each employer offers a unique value proposition to their prospective candidates, it is important to be able to leverage this internal knowledge base and insight into the functionality of these tools in ways that your competitors can not.

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If your organization is simply waiting for the next case study to be released, then you will never get to the deep insights necessary to be successful over the long term. The recruiting landscape will continue to evolve for both employers and candidates. The companies that have used Social Recruiting successfully understand their target candidates. They have determined that these tools are better able to help them recruit prospective candidates than other tools. If your organization wants to get to this a similar level of competence, read the case studies for foundational knowledge. With this baseline, design a Social Recruiting strategy that will get your organization to where the puck is going, not where it already is. By the time you catch up to where the puck is, new data for yet to be published case studies is already being developed. Will your organization continue to be a leader or follower in the shift to successfully recruiting talent using Social Recruiting?

Where did the forest go? By Scott Erker

At the risk of referencing the much overused analogy – don't lose site of the forest for the trees – I think it can be used to describe a classic pattern that is emerging in staffing today. For many organizations, the light is at the end of the tunnel. Job growth could be on the horizon. But there are many reasons to believe that the convergence of factors we typically see just before job growth will be compounded by the severity of the recent recession. Do you see these patterns emerging:

- Recruiting resources are lean due to staff cuts.
- Placement and management of contractors is taking a lot of time.
- Turnover of full-time associates is taking a slight upturn as the incumbent population grows restless and see's opportunity elsewhere.
- Some areas of the business are starting to create jobs and the demand for new hires is taking more and more time.
- Hiring managers are especially demanding as they're nervous about hiring the wrong person (exacerbating to poor business unit performance).

I could go on. At times like these, we should remind ourselves of the foundational elements that lead to successful staffing systems – in good times and bad. While these items won't help you in the short term

they may help you to prioritize (or shape) your week-to-week activities, which in turn leads to sanity and hopefully, longer–term improvement.

Link Business Goals and Drivers to Talent Selection

On the surface, managers often have similar objectives - for example, growing revenue and increasing profitability are often at the core of most business goals. However, the means by which managers seek to achieve these objectives can vary widely. Take, for example, one manager who increases sales goals to generate additional top and bottom line growth, versus another who trims internal costs to drive the same level of bottom line impact. Both have achieved their business objectives, but through significantly different means. The requirements for people (e.g., the competencies and skills that define how those objectives will be achieved) and for the two managers are very different. In the first, the growth goals dictate that people go out and aggressively promote their new offerings and sell to new customers to aggressively achieve an increased revenue objective. In the second, people must find efficiencies and do more with less. The way people are hired and promoted in the first manager's business unit (who promotes strong sales skills) and is very different from the second manager (who promotes cost management skills). Successful staffing professionals will establish selection criteria that link to the specific manager's business goals and drivers. Equally as important, they will have the ability to change their selection practices as the business priorities change.

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Utilize Diagnostic Tools to Gather Accurate Information

Once the manager's business drivers, goals and associated success profiles have been determined, leveraging diagnostics to determine which candidates possess these success criteria is critical. All diagnostics fall into one of three buckets in the broadest sense – tests, interviews, and simulations (please note that simulations do not need to be complex; they can be as simple as a short role-play or business case exercise). Assuming interviews are utilized for all jobs (hiring managers typically want to meet those who may become their direct reports, candidates generally want the chance to get to know the people for whom they may be working), the question then becomes when should an organization leverage tests and/or simulations. The answer relies on two factors, criticality of the position and volume of candidates that apply for the job.

Green recruiting – how to appeal to the green side of graduates

By Susanna Cesar Morton

Don't underestimate how important "being green" is to graduates - this is an area where you can really differentiate yourself from your competition and make your company stand out.

Many companies have developed varying degrees of "green" strategies. Some of the more forward-thinking companies, like The Bodyshop, use their green-ness in their marketing strategy. So why not tout your environmental agenda in your employment brand?

Some ideas:

- Make sure your potential graduate hires know about what your company does to help the environment.

- Include corporate social responsibility statements like this one from Merck on your web site, in literature and you can even include a blurb in offer letters and job descriptions.

- Keep printed materials to a minimum. What little you do print, use recycled paper and design materials with minimal graphics so you don't use a whole ink cartridge to print.

- Offer subsidies for employees who drive hybrid cars or participate in ride sharing, and give them premium parking spots.

- Offer rewards for employees that follow a green agenda.

- Have your cafeteria serve locally sourced, organic food.

- Contribute to "green" charities.

- Recycle and compost on site and encourage your employees to do the same.

- Reward employees that use public transportation or walk/bike to work.

- Made a video that shows how your employees are environmentally minded, and post it on YouTube and your career site.

- Give hiring managers background documents that explain how your company is environmentally conscious.

- Enter your company in environmental awards and contests.

- Add environmentally friendly footers, such as "think before you print" to your email signature.

Of course it helps if your strategy is driven from the top. But every little bit helps. Do you really need to print out 500 CVs and all those spreadsheets? Use a recruitment management system, it can help.

Have You Greenified Your Recruiting Function Yet?
By Lizz Pellet

You read that correctly… greenified. If you're not familiar with the term, you may have missed one of the best Broadway shows in some time, Wicked, when the not-yet-so-wicked witch wonders if the Wizard will offer to "degreenify" her. I think it's a great term and I'm finding today in business the term is getting more popular. Are more and more companies really heading down the green path? Yep, you can bet your Kindle on it! Whether touting sustainability in mission statements, annual reports or even on the bottom of most emails these days, companies are mentioning some kind of effort to be greener.

New Belgium Brewery based in CO and the makers of Fat Tire, have a clever line - they claim "tastes great, less impact" as in environmental impact. Turns out they've been getting greener and greener since 1991 and in their purpose statement they simply say, "Produce world class beer, have fun, honor nature at every turn of our business". Sounds like a simple approach. Companies are realizing hard dollar savings in the efforts to go green. Take the engineers at Dell Computer that took an innovative approach to powering down 50,000 office computers a night and reduced annual energy usage by 40%.

It is no longer in the hands of just engineering, marketing or the finance folks who love to run the numbers and report how much the company saved by eliminating bottled water and shifting to water coolers to lead the charge. HR has an obligation to participate and fully support the sustainability efforts. If HR adopts some of those great TQM (Total Quality Management) processes, they'll find a greater way to track and report out savings and we all know how much the C-suite loves those charts and graphs. I like to take a simple three step approach to greening up HR.

1. Evaluate – look at every step in the life cycle of the employee experience
2. Eliminate – using solid process reengineering steps break down these processes and remove duplication of effort, redundancy and replace worn out approaches
3. Illuminate – leverage the changes you make in PR efforts, career site and tout it in your employment brand

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Believe me, there is plenty of low hanging fruit in any HR function and deploying these three steps is simple but structured. One of the latest trends to reduce which is finally catching on (and when I say finally catching on, that usually means Dr. John Sullivan wrote about it a few years ago and now we start to see traction on something new), is the shift to live virtual interviews. Companies like GreenJobInterview.com or video products like Interview Studio are quickly rising in popularity. Colleen Allward, CEO of Interview Studio, stated that these approaches will still provide quality screening if the video is used properly. I would have to agree. While phone screening and one on one conversation will never be eliminated, the sheer reduction of carbon footprint in the interview process is enough of an argument to trigger an action to at least look at these solutions. My friend and green webinar co-presenter Gerry Crispin in January, 2009 posed the question, "Can a company whose green commitment is rising, afford a recruitment function and process that isn't"? To that I answer – no way! Gerry than ran some numbers for us using the free calculator at www.carbonfootprint.com. He figured that an organization of 1,000 employees with 240 applicants might generate 320 tons of carbon CO_2 emissions or about 1.25 tons per hire! Once you pick your jaw off your desk, think about this. In Quality we would always say, "Measure what you treasure". This is a great example of a metric that can lead us into action to reduce travel for interviews.

I love the idea of live virtual interviews. For me the opportunity to engage in live conversation and observe body language and spontaneity with someone across the country or the globe is a great way for me

to determine the right fit with very little legal risk. HR can save BIG by adopting these green solutions, and while the interview process may be a good place to start, don't overlook career fairs and college recruiting.

I recently had a conversation with an organization that claimed to be very environmentally friendly and they wanted to incorporate that into their employment brand and messaging targeted to Gen Y and Gen Z. When we started reviewing the current materials we found that they we not being printed on recycled paper or double sided, which was incongruence to what they were saying. College graduates these days can identify and understand a stated value versus one that is espoused. If you're looking to attract these candidates to your organization you must be authentic and congruent with your messages. One of the innovative ways to approach career fairs is to hand out your information on a USB drive. This process is a bit labor intense getting all the USB's loaded with the information but it makes a bold statement that you are paying attention to sustainability.

The world of recruiting as we knew it in 2008 is forever changed. 2010 has introduced a host of new virtual options and cost saving solutions. For many in recruiting this is a welcome change and a way to generate new business by introducing these new solutions to their client base. These solutions provide an opportunity to differentiate yourself from your competition. Others, who continue to recruit the same ole, same ole way may virtually disappear.

About the Authors

Omowale Casselle is the co-founder and CEO of mySenSay, a social recruiting community focused on connecting talented college students with amazing entry-level employment opportunities. Our solution integrates social media tools, real-time web-based communication, and intelligent analytics to enable employers and students to discover, interact, and connect with each other.

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An expert on hiring and talent acquisition, Scott is invited to deliver presentations internationally and is frequently quoted in business and industry publications on global selection strategies.
Scott previously held the role of Consulting Manager for DDI's Detroit operation and General Manager of Consulting within DDI's Australian operation.
Scott obtained his Doctorate and Master's degree in Industrial/Organizational Psychology from the University of Akron and is a member of the American Psychological Association and the Society for Industrial and Organizational Psychology.

Joe Gerstandt, is a Keynote Speaker, Workshop Facilitator and Blogger. "I help teams and organizations become what they aspire to be. I help smart people, smart groups and smart organizations actually function in smart ways. I illuminate blind spots that often can get in the way of healthy interactions and help to liberate potential that is overlooked and underutilized. A big part of that involves understanding human nature and especially how we are wired to function socially. To borrow an idea from my friend Cy Wakeman, I help people implement "reality based" interactions and decision making."

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