

Insidejob a division of Human Capital Management Solutions (HCMS) was established to assist organisations to improve their direct recruitment function and ensure it contributes towards competitive advantage. Insidejob works with clients to recruit and develop internal corporate recruiters, specialising in recruiting six corporate recruitment positions.

Insidejob at the recent ERE conference in San Diego, noticed the market is shifting away from open based recruitment roles that focus on current requirements to a new focus on knowledge of competitive talent strategies and candidate relationship management utilising a proactive approach. Organisations that recruit utilising this proactive approach are realising benefits in reduced time to hire, increased recruiter productivity and the quality of hire.

Given these trends, ask yourself...

	Yes	No
Does your organisation have a pipeline or pool of future candidates?		
Can your recruiters assist your hiring managers to plan and forecast talent?		
Does your current recruitment system reward and influence managers to work proactively?		
Does your organisation have clarity around the value proposition it can offer the various candidate markets?		
Is your organisation currently using technology in recruitment to enhance relationships with candidates?		

If the answer was no to any of the above 5 questions, your organisation could further improve upon creating a recruitment model that is more proactive. This paper will provide advice on how to improve the return on investment for your internal recruitment utilising a proactive competency-based approach. The purpose of this paper is to enlist your support in developing a competency framework for corporate recruiters that includes both proactive and reactive positions.

It is important to note there is room for both proactive and reactive recruitment and that the market for candidates will be the key indicator for which strategy should be utilised. Further, having a sound competency framework is something that will complement either the proactive and reactive approach.

With the focus on a more proactive recruitment model, organisations in the US today are becoming more aggressive and strategic with their approach, and new trends show that 60% of all external hires can be attributed to three channels; employee referrals, networking and the internet¹. With this proof in relation to efficiency of these proactive strategies there is also the need to ensure effectiveness as no longer a "war for talent" but a war for "quality talent".

Therefore, the question we need to ask is what qualities do you need in your recruiters to ensure that they are also producing not only efficiency in the recruitment process but also quality candidates. In the past recruiters worked within an agency or unstructured environment where recommended training focused on developing end to end recruitment skills rather than a differentiated proactive approach.

¹ Career Cross Roads, 2005

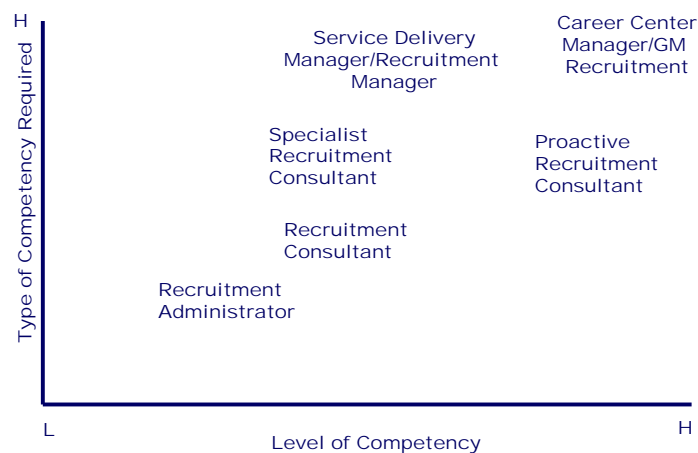
To align our recruiters with changing recruitment trends, organisations need to develop their recruiters to ensure that they:

- Create and communicate an image and brand for their organisation;
- Market and sell the organisation and positions;
- Become a master of identifying and tapping diverse sources of talent;
- Understand the power of competitive intelligence;
- Focus on relationships and candidate experience to build talent pools; and
- Measure the impact of what they do.

Insidejob believes that in order for organisations to develop a world class internal recruitment function and gain a competitive advantage they need to be able to select recruiters who have various sets of the above skills. In order to ensure your organisation has recruiters that are well suited to their roles, Insidejob is developing competency-based profiles. Competency based profiles will enable your organisation to select appropriate recruitment staff that recruit high quality talent, retain them and return maximum productivity.

The need for a Competency Framework for Internal Recruitment Functions

Insidejob see a need to create an industry wide competency framework for internal recruiters that will differentiate between the following 6 key job families. The diagram below outlines the typical Corporate Recruitment Positions. Insidejob aims to differentiate between the types and levels of competencies required. This will assist organisations, existing employees and candidates looking for a career in corporate recruitment from a selection and ongoing career and development perspective.

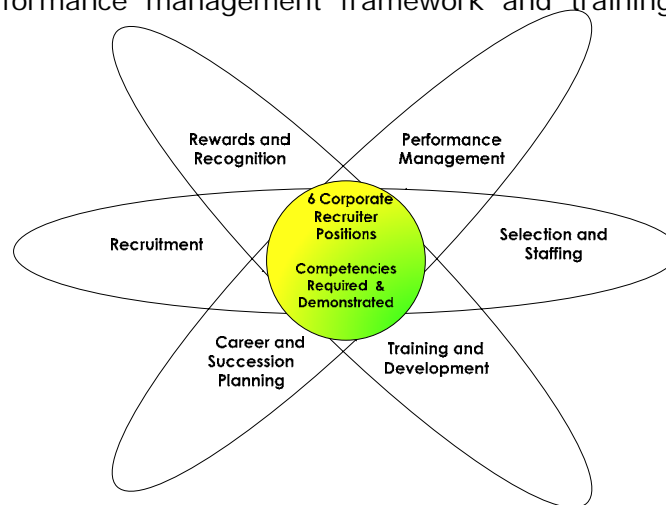


Developing a competency framework will not only assist in determining successful internal recruitment professionals, but will also assist to differentiate between recruitment positions in an internal environment, providing organisations with a consistent process and common language with which to assess talent. Competency mapping also plays a significant role as it gives your organisation an accurate representation of candidate's ability to meet job requirements, while targeting areas for professional development.

Benefits of an industry wide Competency Framework

Developing an industry wide competency framework for internal recruitment functions has benefits beyond recruitment and selection. Differentiating between jobs will ensure a stronger person-job fit, and will also assist with the following benefits:

- The competency framework can be incorporated into the organisation's position descriptions and recruitment templates to ensure a consistent approach;
- Assist with recruitment process of corporate recruiters to ensure a realistic job profile can be given to candidates;
- Assist with the screening process and identify development needs and programs for staff members;
- Assist in developing a career path for new and existing staff; and
- Assist with performance management framework and training for new and existing staff.



In summary, an industry wide competency framework will assist employers to ensure their recruiters have the competencies to provide consultative help, collaborative strategy development, add value and improve delivery capability of the recruitment function in a proactive way.

Aligned to our value of following a scientific process and achieving our goal of establishing a competency framework for the 6 key positions, Insidejob have developed a questionnaire to ensure our understanding of these positions is based on fact rather than intuition.

This questionnaire will elicit example behaviours for each of the above 6 key job families, and will seek the input of you, our subject matter experts (i.e. recruitment managers) in conjunction receiving input from experienced incumbents working in corporate recruitment functions.

Once example behaviours have been collated they will then be sorted by psychologists who will compare and contrast themes across the positions. These themes will then named and defined resulting in "competencies". Each competency will have levels and relevant behaviours identified. The result will be a competency matrix for the group of jobs, with positions differentiated by required competency level.

If you are interested in participating in our industry wide Competency Framework questionnaire for Internal Recruiters, please contact Jodi Fuller or Georgie Beames 03 9347 1164

If you would like to understand more about HCMS/Insidejob services, please visit www.hcms.com.au