



Recruiting & Search  
Outplacement  
Human Resource Consulting  
Assessments  
Talent Management

## Sourcing Quality Candidates

For years, we've all been hearing about the pending war for talent and how it will affect the workforce. If only for the fact that many of us are sick of hearing about it, let's reiterate the obvious problem and move on - there is, and will continue to be, a talent shortage. Now, we can all move forward and identify how to solve this problem. Unfortunately, our desired pools of candidates will not just appear with the next spring rain. This forces all of us to review our hiring practices and the impact they have on our ability to secure top talent.

Sourcing the right candidate to fill positions is a key component in this process. It starts as soon as the position description is written. As a hiring manager, it is your responsibility to know what you're looking for in a candidate. Starting your search with a clear and concise description of the position will help you to identify what you are looking for and will be a resourceful tool to use in eliminating unqualified candidates. Moreover, if there are multiple decision makers, it is crucial to ensure everyone is on the same page regarding the elements a candidate must possess to succeed in the role. Remember, the impression your organization conveys to potential candidates starts with you! While you may be interviewing candidates, they are in turn interviewing you and the organization.

Network, Network, NETWORK! This is the trick of the trade that every hiring professional has in his/her magic bag. Although posting positions on the internet and/or placing ads can be an important aspect of a search, be aware that too much advertising over a long period of time will likely turn candidates away from your organization. In order to increase your chances of retaining the most qualified candidate, it's often best to get off the internet and back on the phone! Utilize resources such as the business section of the newspaper, associations and both business and personal contacts for leads. Just remember a few important tips when following up on these leads:

- Get beyond the fear that people don't want to talk to you – it's your job to convince them otherwise.
- Set a goal for the conversation.
- Don't assume a potential candidate is not interested in the opportunity – let him/her tell you.
- No call is a waste. Even if the first lead is not interested, he/she may know someone.

What happens when you've exhausted your resources and you're left with an open position, a manager breathing down your neck and you still don't have the right candidate? Although used well before this point in many organizations, it may be time to approach an external recruiter. When approaching a recruiter, it is important to be selective in the organization you choose. The recruiter is working as an agent of your company and representing you to potential candidates, so be sure to pick a firm with a strong reputation and follow-through.

Remember that recruiters often have between 5 and 50 searches they are working on at any given time. If you secure 20 recruiters to work on the same search, they may be less inclined to spend as much time on yours, knowing they are competing extensively with others. When you've found the right firm, partnering with only that firm ensures the recruiter maximizes the time devoted to your search. Recruiters often have a breadth of resources that companies cannot, or may not have the ability, to access. They've built up databases of candidates over many years, often with thousands of potential hires. You can only begin to imagine the contacts recruiters utilize as they work to fill your position.

Sourcing the best and the brightest in today's labor market starts with you. Flourishing companies with strong employees prove that the talent is out there - it's up to all of us to find it!

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