

The Benefits of Proactive Hiring (or Why You Should Never Stop Hiring)



vision
proactive
marketing
plan
solution
business
management
analysis

Everything you do is based on strategy and a plan

No organization begins a project without a strategy and plan of attack. Taking action without a strategy or a plan isn't a common business practice utilized by successful U.S. companies.

Plan Around Talent Acquisition

The candidates being hired today are the leaders of tomorrow.

Why then is acquiring new, high-caliber talent left to line management — inexperienced in the strategy, planning, and vision of the acquisition of “A” players? The key to effectively attracting, recruiting and hiring top talent is to craft and implement a rock-solid talent-acquisition strategy. Organizations must plan proactively and adopt a viable vision. The acquisition of high-caliber, top-performing candidates dictates setting a goal, strategy, vision, and plan focused solely on this one goal.

The majority of companies' only strategies are managing cost and time. Metrics tracked only speak to cost-

per-hire and time-to-hire as viable KPIs. It is now more important than ever to develop a multifaceted talent acquisition strategy considering both short-term and long-term hiring needs. The only way for progressive companies to address tomorrow's challenges is by targeting the quality of hiring, with “**quality of hire**” (and supporting metrics) the only KPI utilized.

Goals and Objectives

One of any company's **main** objectives is identifying, interviewing, acquiring and retaining high-caliber talent. Best-of-breed organizations are keenly aware of the impact the success of acquiring the best talent in the market brings in this hypercompetitive and increasingly complex global economy. No organization has too much A-level

talent. Few have an adequate supply, and too many lack enough to drive real success. This A-level talent is an increasingly scarce resource, attracted and hired by the savvy and retained by the knowledgeable.

Continuous Proactive Hiring

Hire proactively, not reactively. Companies desiring to be better have to think creatively and differentiate themselves from the status quo. They need to take advantage of the available talent pool and recruit and hire continuously, even if at any point in time all *necessary* positions are filled and allocated budget dollars spent.

With the sheer amount of budget dollars available in a large, corporate information technology organization,

money can almost always be borrowed from another department to take advantage of hiring opportunities. Hire proactively, not reactively.

With reactive hiring, companies:

- Wait until they must hire someone, and then recruit urgently and hire the best candidate they interview to fill the position.
- Have little time for research and spend little to no time designing an effective, well-planned hiring process.
- Rarely identify or hire a top-performing candidate simply because of their lack of focus and priority setting.
- Normally hire a candidate with perceived ability to “do the job,” with no attention given to the caliber and past performance of the candidate.

With proactive hiring, companies:

- Design plans to identify, recruit, and hire the right people with the competencies and talent necessary to ensure the company remains strong and resourceful.
- Create time to evaluate the talent and competencies required. They know if a top-notch, highly competent candidate is not found quickly, no hire will be made until they are found.
- Set goals and objectives targeting top-performers in the market, leading them to the best candidates, not to someone who can just “do the job.”
- Have allocated enough money for compensation to be more than competitive in the market.

Continuous, proactive recruiting fuels a company’s main focus — **growth**. Organizations either grow or contract; growth translates into thriving, not just survival. Companies often think skilled employees are required because of growth; however, more times than not, growth is created by a high-caliber leadership team and employee pool already in place. The requirement then needs to be succession planning, and

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continuous hiring improvement to stay on top.

The scarcity of high-caliber talent in any market drives proactive talent acquisition to be a continuous process. The recruiting engine is never turned off. When top-performing candidates are identified, progressive companies scrutinize them through the selection process. If the candidate(s) meet or exceed the company’s hiring standards, the proactive organization hires them, and moves them into an impact position (shepherded by a seasoned A player), allowing them to assist the organization, learn the business, and make significant impact.

Hiring and the Bench

In the current business environment, turnover will occur, created by faster rates of change and pent-up demand for growth. In fact, the scarcer the competency, the higher the rate of turnover. Having open positions in the future is a “given,” not a “maybe.” The proactive way of dealing with this future state is by creating a “bench-type” organization within, for example, leadership, sr. leadership, and technology programs. These planned programs allow organizations to hire high-caliber candidates, provide cross-training and business understanding. When dreaded turnover occurs, these highly trained

“bench players” can step in and take things to the next level, leaving the organization to recruit for an equal or improved “bench player,” not a “starter.”

The only difference in budget dollars boils down to hard and soft dollars spent. To hire a bench and train them for the future requires hard-budgeted dollars. However, when turnover happens, the soft-dollar spend eliminated is a far greater multiple of the hard-dollar investment. Focusing on continuously building a bench and allocating additional budget dollars to accomplish this goal is not only effective, but unbelievably savvy.

A strong bench insures already proven, tested, and capable staff – full of potential and ambition – will be available and ready when (not if) a position becomes available.

Regardless of the label for the bench – leadership program, rotational staff, special projects – hiring high-caliber candidates, bringing them into the organization, providing excellent training, allowing them to acclimate to the culture, strategy and process — will benefit the business from every aspect.

Transitions are Much Smoother

An established bench makes transitions a “no brainer.” Now the organization can move proven, performing talent (who understand the business) into keys roles, instead of reactively doing critical external searches and hiring a candidate, an unproven stranger, that lacks the knowledge of the company’s business and unique characteristics.

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