

RECRUITING TRENDS[®]

News, Techniques, and Strategies for the Recruiting Executive

Pre-Screening Technology Offers Relief from Resume Deluge

• **Recruiters Rely Increasingly on New Tools To Qualify Best Candidates Before Interview**

By Jeanne Sturges

When recruiters are asked what their biggest challenge is, many nowadays say “volume.”

Recent downturns in the economy, layoff announcements as well as job seekers' increased reliance on Internet job searches have produced an overwhelming number of applicants for any given job. Most large corporations now rely heavily on Internet-based recruiting strategies for sourcing talent. However, sophisticated applicant pre-screening technologies that can truly assist recruiters in identifying the best candidates are just beginning to emerge.

For two years, REI (Recreation Equipment, Inc.), a renowned supplier of specialty outdoor gear, has recruited nearly all of its corporate and management positions via the Internet. As the world's largest consumer-owned cooperative, with plans to open seven new stores in 2003, REI has significant hiring needs.

Doug Halm, REI's Director of Staffing and Employee Relations, believes that electronic

recruitment offers important advantages. “It allows us to reach a broad range of candidates, conduct a virtually paperless process, and maintain a comprehensive applicant tracking system with helpful sorting and reporting tools,” Halm says. However, after posting a job on a recent Friday, and receiving 180 resumes the following Monday, Halm wonders how he will find the top 20 candidates, and if they even exist in his e-mail programs “InBox.”

Similarly, Merrill Lynch, one of the world's leading financial management and advisory companies, receives daunting numbers of resumes daily from its web site, ML.com, and jobs web sites. With more hires so far this year than in all of 2001, Jennifer Vinci, a recruitment and staffing manager for Merrill Lynch, cites “developing systems for tracking and pre-screening the high volume of electronic applicants as a top priority.”

While applicant tracking systems (ATS) have been in use for a number of years, the increased
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U.S. Demographics Point to Impending Work Crisis

• **Bipartisan Group Outlines Future American Workplace, Issues Recruiters Will Face**

A convergence of several “alarming trends” is already reshaping the size and characteristics of America's labor force and will likely impact the work of recruiters and Human Resource professionals for decades to come.

“For the past 20 years, the American economy has benefited from a rapidly growing, relatively young, and increasingly well-educated workforce,” says Christina Gold, president of Western Union and the co-chair of the Domestic Strategy Group. “The wind was at our backs. But no longer. Powerful demographic and economic changes will affect our ability to grow and compete. Ignored, these problems could weaken our productivity, our competitiveness and our cohesiveness as a nation.”

The Aspen Institute, a non-profit organization which attempts to leverage “the power of leaders to improve the human condition,” convened the Domestic Strategy Group in 1997 to study the changing nature of work and workers and to explore what leaders might do to meet these challenges.

Former Texas Governor Ann Richards, another group member, notes, “We must get past the accounting scandals and stock market decline and focus on what really matters for the economic and social future of our country. If we are serious about maintaining our global economic leadership, we need to examine how we are preparing and mobilizing our workforce.”

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39 Years of Continuous Publication

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Recruiting & HR Solutions Conference and Expo November 6-7

Beverly Carmichael, Vice President of People at Southwest Airlines; Libby Sartain, Chief People Officer at Yahoo! Inc.; Loyalty Rules! author Frederick Reichheld and Monster.com CEO Jeff Taylor will be among the featured speakers at Kennedy Information's Recruiting & HR Solutions Conference and Expo November 6-7, 2002 at the Jacob K. Javits Center in New York City. The conference will explore a broad range of recruitment and human capital issues, from the evolution of e-recruiting and how multinational companies are working with HR solution providers and retained executive search firms to the new challenges faced by senior Human Resource professionals. The program will be divided into three content subcategories or conference "tracks" to address the specific interests of search consultants and e-recruiters, corporate hiring managers and senior strategic Human Resources executives. Other confirmed speakers include Dr. Bruce Pfau, author of *The Human Capital Edge*; Robbin Suss, Vice President of Talent Management & Recruitment at IBM; Wharton School professor Dr. Peter Cappelli and Human Resources thought leader Dr. John Boudreau. To register or learn more, visit RecruitingHR2002.com or call 1-800-531-0007. ☒

HR Professionals Feel Lack of Respect

Some 50% of senior HR professionals feel that senior management does not respect the activities of their Human Resources Departments, a drop of 15% since 1995, according to a survey of 425 HR professionals by The Discovery Group, a management consulting firm specializing in assessing employee opinions. "2002 has been a particularly challenging time for HR professionals," says Dr. Bruce Katcher, an industrial and organizational psychologist and author of the study. "The failing economy, hiring freezes, layoffs, the aftermath of September 11th, and the post-Enron erosion of confidence in management have made the job of managing human resources particularly difficult." These and other findings are explained more fully in a report titled "A Survey Of HR Professionals For HR Professionals" that can be accessed on the web at DiscoverySurveys.com/surveyresults/. The report addresses how HR professionals feel about their jobs; how they feel about their role in their organization; what HR professionals feel are the most challenging aspects of their work; and the career plans of HR professionals. ☒

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Come Back Hiring and the New Leadership Profile

• Tips Employers Should Follow Before Launching Next Executive Search

By Ken Plasz and Steven LaKind

Major change has once again reared its head. The unprecedented growth and innovation of the 1990s have given way to the demise of the dot-com and telecommunication sectors, September 11th, widespread layoffs, dramatically falling stock prices, and ongoing corporate scandals of “mega” proportions.

Despite today’s continuing economic uncertainty, there is light at the end of the tunnel and the economy will eventually get better, albeit with more unpleasant surprises along the way. When the transition occurs, executive leadership will have a new face. No longer synonymous with individual self-interest, greed, and lack of conscience, tomorrow’s leaders will have the experience, ethics, integrity, and intestinal fortitude required to tackle the challenges and scrutiny of a bottom-line economy, focusing on the company and its shareholders rather than themselves.

Unfortunately, many organizations lack the executive leadership capable of bridging the gap between today’s transition and tomorrow’s come back hiring, which will surely follow the eventual economic resurgence. Hiring in times of economic uncertainty is often reactive and focused primarily on filling in the immediate gaps. This takes on the form of quick-fix hires from limited networks of contacts in the false belief that it is more cost effective, ignoring the larger issue of the individual’s ability to add shareholder value. Moreover, core competencies are often based upon yesterday’s standards of measurement.

The executive leaders we prize are not threatened by economic uncertainty nor do they use economic conditions as a crutch. They have learned from and have managed through the rigors of change. Committed to the long-term success and growth of the companies they represent, this breed of leader possess an unflinching drive to maintain growth and profitability and hold everyone – including themselves – accountable for the numbers.

The qualities that define this new executive leadership profile and the candidates all companies should seek in executive-level job candidates, include the following:

- Ethical and transparent conduct at all times.
- Entrepreneurial, self-made.
- Accountable, customer-centric: Accustomed to being measured by bottom line performance, focuses energies on organization’s core business – on sales versus business development.
- Strategic: Sets and evaluates realistic and reason-

able, yet challenging, metrics necessary for protracted growth and success. Predicts and conveys the light at the end of a dark economic tunnel and focuses strategy and objectives to that end.

- Proven superior operating skills, particularly in a challenging internal/external environment. Team player, leads by example.
- Brilliant communicator and motivator: Infectiously energetic and passionate. Clearly and consistently communicates key organizational goals, objectives, and direction up and down the organization and to the external shareholders.
- Adaptive, innovative: Thrives on organizational change.
- (In the case of CEOs) Savvy Board manager: Integrates a board and executive team that is focused on the ethical long-term development of the company and its bottom line.

Without question, this pool of sought-after leaders has become more cautious, selective, and savvy in deciding to make a job change. The corporate heroes who embody this new leadership profile do not post resumes on the Internet or respond to inquiries by in-house or contingency recruiters. They don’t have to. They are already highly networked and keep a relatively low profile.

This makes a strong case for closely evaluating and measuring the performance of your corporate hiring process and the search firms that support it. ☒

Ken Plasz and Steven LaKind are co-principals of Taylor/Haley Search Partners (www.taylorhaley.com), a boutique, retainer-based executive search firm specializing in the placement of entrepreneurial senior executives. Taylor/Haley works with a variety of hiring organizations, including startups, mid-tier and venture-backed companies that have a heightened sense of urgency because they are in a perpetual race to build brand, increase revenues and establish leadership.

Search firms need to be scrutinized and evaluated as stringently as the executives they are hired to recruit. There are a few things to be on the look out for:

- The search firm’s interest in recruiting for “you.” Each search should be tailor-made, every time. Search consultants who claim to “know everyone” largely recycle the same pool of candidates. Stones are left unturned; exceptional people the firm has not taken the time to uncover are never introduced to the hiring company.
- Non-restrictive hands-off limitations that do not limit the search firm’s access into the competition or other fertile companies.
- Flat fee arrangement versus a straight percentage of the selected candidate’s actual cash compensation. No question or conflict of interest, and no surprises. Entire fee should not be paid prior to the completion of the search. Administrative expenses (postage, express mail, research fees, etc.) are part and parcel of the search fee and should not be billed as separate “fluff.”
- Highly focused and responsive principal/manager and search team. Individual workload is limited to ensure delivery.
- Thorough and unambiguous reference checking procedure conducted early in the search process.
- Stated, aggressive accountability measurements and benchmarks surrounding the process, execution, and results. Search assignments over 90 days are generally unacceptable.

Pay-Per-Usage Service Translates Resumes into HR-XML Format

ResumeMirror.com launches its iREX online service for the “end to end” processing of resumes, offering a pay-per-usage service that can receive resumes submitted via a web site, email, fax or even paper and convert them to industry-standard HR-XML format for import into any recruiter’s database. By simply adding a small piece of code to their application, HR/Recruiting application developers or job boards can now tap into comprehensive resume processing capabilities, including options for human verification of extracted resume data, for the highest accuracy requirements. “For the last few months our clients have been talking to us about ways they could access our powerful REX resume extraction technology without having to install the software on their own systems,” says Andrew MacNeil of Resume Mirror. “With this launch, we are able to deliver them iREX as a

hosted version of REX, that is available on-demand, anytime, anywhere, across the Internet, via a programming call from their application.” iREX is accessed as a web service via Simple Object Access Protocol (SOAP), from almost any programming language such as Java, Visual Basic, Delphi, Coldfusion, ASP and others. It provides flexibility to allow clients to implement iREX into virtually any application running on Windows, Unix, Linux or Macintosh. ☒

Sites for Spanish, Portuguese Speakers Join Forces to Expand Online Recruiting

Bumeran.com and LatPro.com, two leading employment sources for Spanish- and Portuguese-speaking professionals throughout North America, partner on a comprehensive package of online recruiting solutions that will add value to their communities of users. The agreement includes online recruiting solutions that will help employers recruit the best Spanish- and Portuguese-speaking professionals throughout the Americas. In addition, job seekers will find a broader access to career management tools to enhance their opportunities throughout the region. “Combined, we offer a community of more than 2,000,000 talented professionals,

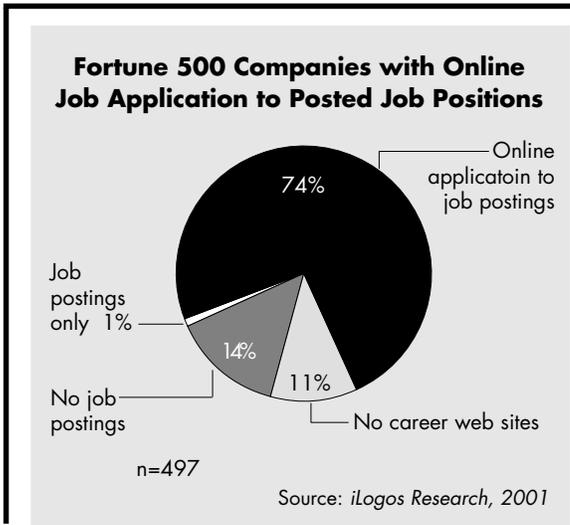
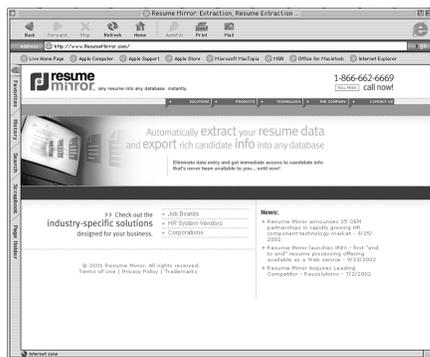
so we can undoubtedly say that we are ‘The place for sourcing candidates’ in Ibero- and North America,” says LatPro CEO Eric Shannon. ☒

Transitioning Military Personnel Present Opportunity for Recruiters

Department of Defense data show over 220,000 U.S. military personnel transition into the civilian work world each year, and suggests recruiters will find this talent pool an increasingly resourceful one when the war for talent eventually re-ignites. Transition Assistance Online (TAOnline.com), a military e-recruiter in Atlanta, reports that military candidates are sought-after because of the intangible skills they bring to the table. Also, many organizations have found that the military is an excellent source of diversity candidates and those whose work in security makes them well suited for careers in the burgeoning field of homeland defense. The site claims that former military personnel have long been attractive to employers because of their strong work ethic, resourcefulness, flexibility, dedication and technical skills. ☒

Technology e-Recruiter in Danger of Losing Stock Market Listing

Dice Inc., a provider of online recruiting services for technology professionals, was recently notified that the company fails to comply with the \$3 minimum bid price requirement for continued listing and that its common stock is subject to delisting from the NASDAQ National Market. The company has requested a hearing before a NASDAQ listing qualifications panel to challenge its potential removal from the national trading market. Shares in Dice were recently trading below 50 cents each. ☒



Media Company, Online Community Partner in Diversity Job Market

The New York Times Job Market, the print and online recruitment services offering of *The New York Times*, teams with Community Connect Inc. (CCI), a leading developer of dedicated online communities for ethnic audiences, to launch Diversity Job Market, a proprietary online recruiting tool that provides employers access to the nation's largest profiled database of candidates from the Asian American, African American and Hispanic communities. CCI's Web sites include BlackPlanet.com, AsianAvenue.com and MiGente.com. Diversity Job Market is accessible at NYTimes.com and through diversityjobmarket.com. It enables employers to review diverse job candidate profiles and résumés via a new proprietary database and, conversely, help job seekers to locate employers that are looking to recruit diverse candidates. By the end of its first month of operation, the company expects its Diversity Job Market database will contain a total of approximately 300,000 fresh profiles of diverse job seekers and more than 9 million members – with 12,000 new members joining daily – making it the nation's largest online repository of such information available to company hiring managers and recruiters. Diversity Job Market's database will be refreshed every three months to keep its data up to date and will be accessible to employers on a password-protected, tiered subscription basis for three, six or 12-month periods at a time. On a non-subscription basis, Diversity Job Market will offer traditional online recruiting tools, such as sponsorships, corporate profile pages, and job postings to hiring managers, employment agencies, and recruiters. Under terms of *The New York Times* and CCI agreement, CCI will maintain and operate the Diversity Job Market database by collecting data provided by members of its online communities, namely AsianAvenue.com, MiGente.com, and BlackPlanet.com, a site which is regularly ranked as one of the Internet's top 10 sites for customer loyalty by Nielsen Net Ratings. The New York Times Job Market and CCI will manage outreach and marketing to the employer and recruitment communities. ☒

Recruiters Increasingly Use Niche Sites, Most Job Seekers Use Big Job Boards

A recent survey has found that recruiters and job seekers are passing like two ships in the night on the Internet. A WEDDLE's study finds that 51% of the recruiters it surveyed now use 3-4 online recruitment sites and 20% use 5-10 sites as they post jobs and seek qualified job candidates.

A growing number of recruiters are eschewing the big general purpose job boards to visit niche e-recruiting sites that specialize in a particular career field, industry or geographic location. These include such sites as Dice.com for IT professionals, SHRM Online, for HR practitioners who are members of the Society for Human Resource Management, EngineerJobs.com, FoodIndustryJobs.com and Hcareers.com for hospitality workers.

As recruiters search for job seekers among the thousands of niche and specialty sites on the Internet, most job seekers are still traipsing off to the same big name, general purpose sites, Monster.com and HotJobs.com. In other words, more often than not, recruiters are looking where job seekers aren't.

"Many recruiters believe that high caliber job seekers don't use the big boards. They think that "A" level performers and passive prospects prefer sites where they can hang out with their peers, especially career portals managed by their professional association, alumni organization or special affinity group," says CEO Peter Weddle.

"Second, when recruiters do use the big boards, they are often inundated with resumes from unqualified candidates. Sushi chefs and truck drivers apply for engineering jobs, and that forces the recruiter to spend time separating qualified applicants from wishful thinkers." ☒

E-Recruiter Unveils New Healthcare Recruitment Package

CareerBuilder.com launches a new healthcare recruitment package designed to meet the competitive demands for talent in the healthcare marketplace. The recruitment package provides unlimited job postings, giving healthcare organizations the flexibility required to continually meet their staffing needs. "In today's healthcare industry, there is a shortage of qualified talent to meet the burgeoning needs for patient care, whether in a hospital setting or a skilled nursing facility," says Mary Delaney, chief sales officer of CareerBuilder.com.

"Hiring managers, directors of nursing recruitment, human resources directors and staffing managers are seeking the most efficient way for them to fill their open positions in the shortest amount of time possible. And, with our new healthcare recruitment package, we can deliver to these executives the talent and expertise needed to serve their patients and customers."

The recruitment package also includes several components to help recruit a talented pool of candidates. ☒

U.S. Demographics Point to Impending Work Crisis *(continued from page 1)*

The group is chaired by Christina Gold and Vin Weber, former Republican Congressman from Minnesota, and includes 30 bipartisan leaders from academia, business, government, labor and the media. Professor David Ellwood of the Kennedy School of Government at Harvard University directs the research.

“As a labor economist, I was stunned by the changes we face, namely no more native born prime age (25-54 year old) workers in the next 20 years, a dramatic slowdown in educational growth, and potentially wider gaps in the wages of workers. It seems as though we are headed for rough times ahead unless we act now,” Ellwood says.

Report findings issue a wake-up call

The Domestic Strategy Group summarizes three dimensions to the coming labor force crisis: an impending worker gap, skills gap, and wages gap, and outlines a proposed action agenda for new policies and practice for government and private sector:

- **The Worker Gap:** The dramatic expansion of the native-born labor force that helped fuel the growth of the U.S. economy is over. The growth of the workforce in the past decades was dominated by prime working age, native-American born workers. Indeed the native-born workforce aged 25-54 grew by nearly 27 million workers, a jump of 44% over the past 20 years. In the next two decades, there will be no growth at all in that group. The only new workers in the future will be immigrants and workers over age 55.
- **The Skills Gap:** The rapid growth in educational attainment of the workforce that helped boost productivity and aid businesses in adjusting to the new, more competitive economy, will slow drastically. Over the last 20 years, the U.S. has seen a 19% increase in the share of workers with post high school education; over the next 20 years, it will see a 4% rise, perhaps even less.
- **The Wage Gap:** The gap in earnings between workers at the bottom and top has grown rapidly in the past 30 years. Over the last 30 years, adjusted for inflation, the earnings of full-time male workers in the top 90% have grown by 30%, while earnings at the bottom 10% have actually declined 20%. Meanwhile, wages of women at the bottom were mostly stagnant and wages of women at the top rose sharply (growing 6% and 49% respectively over 30 years). With a widening skills gap, the wage gap threatens to grow still wider.

Jim Oesterreicher, retired J.C. Penney chairman and CEO, and DSG member, says, “We have to look beyond this business cycle at the real challenges we face. Limited human resources, both in numbers and skills, is a painful reality that employers are going to have to address.”

Andrew Stern, president of the Service Employees International Union, and another DSG member, adds: “How the nation’s leaders, from government, business, and labor, respond to these challenges will ultimately determine the economic fate of America’s workers, particularly those at the lowest rungs of the ladder.”

Policy Recommendations

- **Make work pay.** The DSG proposes to protect and increase the Earned Income Tax Credit, which bolsters incomes of low-wage workers, especially those with families; expand government supported health care programs for lower income families; and promote tax reform to target marriage penalties and high marginal tax rates for the near poor.
- **Build a more skilled workforce and foster upward mobility.** Training and programs should be closely linked to the needs of specific industries and businesses. Tax credits, welfare reform, and government training all must be formulated with a greater emphasis on immediate training needs and the creation of job opportunities for motivated workers.
- **Restore worker security.** To allow job flexibility and restore worker security, it is necessary to increase pension and health benefit portability; discourage pre-retirement withdrawals; reform individual insurance markets; make Unemployment Insurance work for lower paid and non-traditional jobs; and establish clear definitions of permanent and temporary employment.
- **Provide a more family friendly work environment and greater support for working families.** Recommendations include: create clearinghouses for best practices to deal with problems arising from rotating shifts and episodic employment; expand incentives for employers to aid families through enhanced care giving benefits; make the child care tax credit refundable; do more to integrate early childhood education into child care programs; create “wrap-around” child care programs than meet both parent and child needs; design school, after-school and summer programs to be compatible with parents’ work schedules and encourage employers to have more family friendly work schedules. ☒

Pre-Screening Technology Offers Relief from Resume Deluge *(continued from p. 1)*

volume of resumes recruiters have seen within the past 16 to 18 months is causing more companies to expand and redefine what those systems will do.

Because of the ease of applying online, applicants can “spray” their resume across a spectrum of fields, hoping to apply their skills in new settings. Even though a posted job may require a particular skill set and experience, some applicants have tremendous talent outside of the job qualifications. This can leave open the door for innovative hiring, as recruiters assess a broader range of both qualitative and quantitative credentials.

It also means technology-based pre-screening tools need to be sophisticated enough to both narrow the funnel to a manageable number of viable candidates, and discern the less obvious qualifications. “We needed to develop more sophisticated pre-screening filters that can match applicant skills and characteristics to our company’s culture,” says Halm of REI. For example, “as a cooperative, teamwork is important. But we are also a business. So, how do we identify those applicants with natural inclinations to work in teams without incurring the expense of interviewing all who appear qualified on paper?”

To help answer that question, REI turned to its ATS vendor to customize the latest pre-screening technologies. Other companies, like Armstrong World Industries, are utilizing management systems internally to improve pre-screening methods. Herb Jackson, a recruiter for Armstrong says, “We are conducting a Six Sigma Project to analyze our systems and eliminate any gaps between current and desired performance goals.”

“Sometimes talent outruns experience. How do you decide who is most qualified, and how do you qualify them?” asks Marty Fye, Vice President of National Accounts for Kenexa, a diversified recruitment and technology solutions provider. Kenexa and other ATS vendors are developing innovative pre-employment screening filters that efficiently “knock-in and knock-out” applicants, test essential skills, and sort, match and weight candidates’ qualifications.

The knock-in/knock-out screen, web-based and available 24 hours a day, 7 days a week, filters out candidates who fail to meet basic job pre-qualifications, like submitting to a drug test, or holding a driver’s license or valid work visa. “One of our clients, a large insurance company, received 50,000 resumes for 2,100 placements in the past year. This pre-screening tool allows recruiters to control who they will spend time with, eliminating 30% or 40% of the applicant pool,” Fye says.

While every recruiter worries they’ll lose a top applicant in the first cut, this online screening

tool is designed to knock out only those who, no matter what their skill level, can’t meet the non-negotiable job pre-qualifications.

Web-based skills testing, another increasingly utilized pre-screening technology, offers recruiters the chance to both measure applicants’ skills, and in some cases, more appropriately compensate and train new hires. Skill tests can range from job-specific, such as accounting, to skill-specific, such as testing cognitive skills like fast-paced mathematical computations needed in banking. Test proctoring, however, continues to be a challenge. Some companies contract outside firms to administer them. Others will re-test job candidates in an interview setting to verify results.

Artificial intelligence, performance predictions, and revealing personality traits – some of the most innovative web-based recruiting solutions – combine scientific, psychological and business knowledge to assess candidates’ less tangible qualities. Relying heavily on employee selection guidelines established by the American Psychological Society and the federal government to ensure validity and eliminate bias, pre-screening tools now exist to assess an applicant’s “personality, experience, thinking and problem-solving abilities.”

Building on the notion that there are universal personality traits desirable in a business setting, like reliability, responsibility and discipline, test developers create questions to predict what behaviors people are likely to exhibit. Dr. Dick Harding, Kenexa partner and developer of performance predictions technologies explains: “Courage is often cited as an important character trait for sales positions. A test question might ask, ‘How do you feel when someone doubts what you have to say?’ Top sales people will respond negatively. A less successful sales person might say, ‘Everyone is entitled to their opinion.’ These tests predict how a person might perform in certain work situations. They give employers an edge about what an applicant is likely to do.”

Pre-screening technologies can streamline the task of identifying top candidates. “Performance assessments are meant to get an accurate measurement of people,” says Kenexa partner Bill Anstine. “There’s no such thing as a perfect tool, but it has to be valid and reliable, and should be used in concert with others,” Anstine adds.

Ultimately, good pre-screening tools set up good interviews. With these new and reliable mechanisms in place, and the ones that are sure to develop as advancements in technology and corporate use of that technology increase, recruiters can apply scarce resources where they are most needed, in the face-to-face interview. ☒

Leaders Will Embrace “Guerilla Interview Tactics”

Goals, vision and strategy, as important as they are to any organization, are irrelevant without the right people executing them. A great dream with the wrong team is a nightmare. There is nothing a leader can do that will bring a bigger return than finding and developing the right people. Dave Anderson, author of the book *No-Nonsense Leadership: Real World Strategies to Maximize Personal & Corporate Potential*, offers nine specific points on how to bring new people into the company:

1. Highly developed leaders should do the hiring
2. Dig deep into track record
3. Don't confuse interview performance with job performance
4. Use pre-structured interview questions
5. Build your team around individual excellence, not harmony
6. Hire people wired for the work
7. Make it tough to get on board
8. Be proactive
9. If in doubt, keep looking ☒

Employees Increasingly Distracted Over World Events

Employees are feeling the effects of world events and bringing those stresses to the workplace. ComPsych Corporation, a provider of employee assistance programs, managed behavioral health and HR support services, polled its clients' employees at its on what effect the stock market,

corporate scandals, the economy, terrorism and unemployment has had on their stress level. The majority of employees (54%) report they feel more insecure about their future and more focused on living for today. Another 16% have placed greater priority on personal time versus time spent at work. “There is no doubt that the confluence of world events has forever changed how employees look at their lives,” says Dr. Richard Chaifetz, chairman and CEO of ComPsych. “Employees are clearly looking for guidance and support.” ☒

Leadership Ethics More Important to Job Seekers

A recent DBM survey finds that corporate leadership ethics are important to an increasing number of job seekers. “We're seeing a global response to the ethical and corporate governance issues that have recently hampered the US market,” says DBM president Tom Silveri. “Job seekers are putting more time into researching prospective employers before making a decision on a new job. Globally, corporations are being held to the highest of standards by current and future employees.” Overall rankings from DBM's global survey of job seeker criteria are as follows: 1. Challenging work; 2. Opportunities for career development; 3. Positive team environment; 4. Professional development and learning opportunities; 5. More money and compensation; 6. Flexible work schedule; 7. More time off; 8. Corporate social responsibility (i.e., environmental support practices, philanthropy); and 9. Other. ☒

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