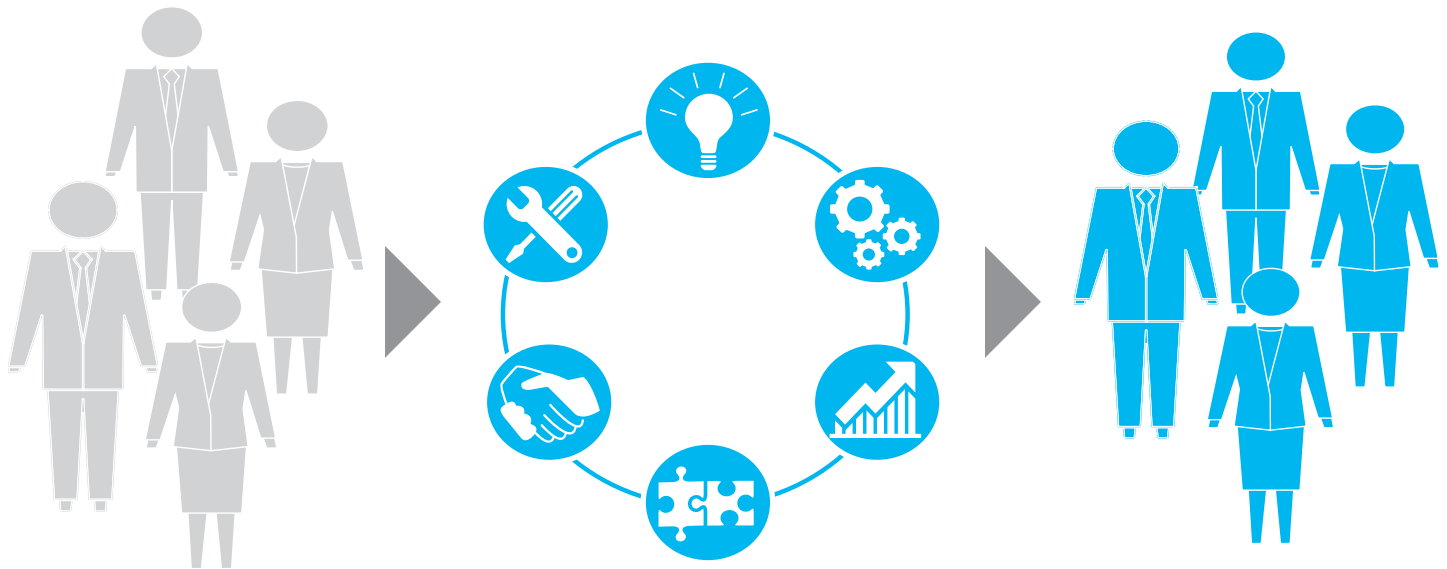


# Redefine Recruiters as Talent Advisors

Recruiters must shift their mind-sets and skill sets from order takers to decision influencers—not only filling requisitions but also driving real business impact.



Amid an uncertain labor market and challenging economic forces, recruiters need to shift their mindsets and skill sets from order takers to decision influencers—not only filling requisitions but also driving real business impact.

## Executive Summary

Hiring managers have a widespread perception that, in a down economy, it is a buyer's market. Undoubtedly, the labor market is flooded with qualified applicants. Operating on that belief, hiring managers will naturally wonder why quality of hire has actually decreased in the past year. And they will consequently turn to Recruiting for answers.

The truth is quite different from common perception. It is certainly not a buyer's market. High unemployment does not imply high talent availability. Employed talent is more entrenched and passive than ever before; who wants to risk being the last one in and the first one out? Recruiters are flooded with unqualified applicants—more “noise” in the system at a time when recruiting resources are stretched thin to begin with.

To respond to these realities, recruiting functions need to do more than fill requisitions. They need to drive real business impact through influence.

The path to influence is best traveled by recruiters who serve as Talent Advisors—individuals who not only master the operational process of filling positions but also work actively to build talent pipelines and provide strategic consultation to hiring managers.

CEB research shows that only 19% of recruiters today meet that description. Only 35% of hiring managers believe that Recruiting effectively influences business decisions.

These numbers have to change. Recruiting must become more strategic. In this context, “strategic” is actually more tactical than one would think. It is about embedding strategic thinking into day-to-day operations. It is about earning the right to influence hiring managers based on deep knowledge of the business, the hiring manager's needs, and the dynamic labor market. And it is achievable.

This white paper sets a realistic path for taking the recruiting role to a more strategic level. It starts with identifying what Talent Advisors do differently, presenting a way to assess and select recruiters who can qualify as Talent Advisors and proposing how to embed Talent Advisor capabilities into the recruiter's role.

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# The Surprising Truths About Recruiting in a Down Economy

Hiring managers tend to believe recruiting is pretty easy these days. When the news is full of stories of high unemployment—with images of long lines of applicants vying for scant available jobs—it is easy to assume this is a buyer's market, flooded with great candidates desperate for a decent offer.

Unfortunately, it's not that easy, for several reasons.

**Workforce requirements are a moving target.** Our research reveals that only 36% of employees have a job role that reflects the increasingly interconnected nature of work. This holds real consequences for recruiters: many struggle to keep up with the constantly shifting requirements of critical requisitions. Amid this flux, organizations may fail to define exactly what they want from the labor market.

**High unemployment doesn't necessarily mean large candidate pools.** Unemployment varies widely by market, industry, and talent segment. It is higher for those without high school diplomas than for those with college degrees, higher in manufacturing than high tech, and higher for certain age groups and job descriptions. Just because the news says unemployment figures are up, it does not necessarily imply that recruiting quality talent is a cakewalk.

**Talent is passive, and attraction drivers are scarce.** Economic uncertainty has made talent wary of switching employers. CEB's Active–Passive Index (a proprietary measure of an employee's behavior in the labor market) shows only 43% of the global employed labor force actively seeking a new job. Although compensation remains the top driver of employee attraction, 40% of organizations don't expect to increase total compensation in 2013, making passive candidates more firmly entrenched and difficult to dislodge.

**There is more noise in the system.** Applicant volume per requisition is up 169% over 2007 levels. Unfortunately for recruiters, an overwhelming share of these applicants is unqualified, with only about one-third of applicants meeting basic qualifications. Haystacks are getting bigger, but the number of needles remains essentially unchanged.

**Recruiting teams are under pressure.** Recruiting budgets are expected to decline by 5.5% in 2013. At the same time, 39% of organizations expect recruiter requisition loads to increase. Beyond this “more with less” dynamic, recruiters' jobs are also becoming more complex. Most recruiters are now working for more business units and more hiring managers than in the past.

All of these (often hidden) realities have real consequences. Quality of hire (applicants rated above average by hiring managers) is down 17% from 2009. One in five new hires rate recruiters ineffective at clearly explaining, following up, and answering questions about the offer. In addition, even more candidates (26%) report having a negative recruiting experience during their most recent job search.

These numbers are scary and unsustainable. The changing recruitment climate has created something of a perfect storm—fewer resources available to support a more complex and demanding role. Something has to change. To guide that change, we can take lessons from the most successful recruiting functions.

*“Our work on restructuring the organization has far outpaced the ability of our hiring managers to define the new requirements of our jobs.”*

*Recruiting Executive  
Consumer Goods Industry*

*“My job isn't that great, but I'd rather stick it out here than be the 'last in and first out' somewhere else.”*

*Passive Candidate  
Consulting Company*

# What Differentiates the Best Recruiting Functions?

According to our research, nearly 80% of the variation in quality of hire is driven by differences in recruiters' individual profiles—their attitudes, experiences, and skill sets—and by recruiter management practices, such as development, workload, and performance management. The infrastructure of the recruiting function—budget, organizational structure, and supporting technology—has surprisingly little relative impact on results.

In short, the best recruiting functions are defined foremost by the abilities of their recruiters and how effectively those recruiters are managed.

## What Defines a Top Recruiter?

Figure 1 shows the key capabilities of an effective recruiter, organized into three categories:

- **Strategic Advisor** capabilities involve deep business and market acumen translated into strategic consultation.
- **Pipeline Manager** capabilities entail active engagement in the labor market, such as reaching out in new ways to locate prospects, building relationships with prospects, and helping to match the candidate to the job.
- **Process Expert** capabilities focus on navigating the function's process and tools to fill open requisitions.

The best-performing recruiters are defined overwhelmingly by their abilities to act as strategic advisors and pipeline managers. In fact, 85% of recruiter performance is determined by these two categories—in combination we call these Talent Advisor capabilities—yet only 19% of recruiters today qualify as Talent Advisors.

## Definition of Recruiter Capabilities (Figure 1)

Recruiter Role	Recruiter Capability Name	Definition
Strategic Advisor	Client-Specific Business Acumen	Knowledge of the business and operations for business units or functions the recruiter serves
	Firm-Specific Business Acumen	Knowledge of the organization's business model, operations, financial goals, and competitive position
	General Business Acumen	Knowledge of general business fundamentals, models, finance, and management principles
	Hiring Manager Persuasion	Ability to provide value-adding recruiting-related advice to hiring managers and influence talent decisions
	Needs Definition or Job Intake	Ability to understand the talent needs of hiring managers when opening a requisition
	Firm-Wide Talent Strategy Knowledge	Awareness and understanding of the organization's talent strategy
	Understanding Job Requirements	Knowledge of skills and abilities required for different positions
Pipeline Manager	Candidate Assessment or Selection	Ability to assess applicant/candidate quality, skills, and fit and identify the best candidate for a position
	Candidate Conversion	Ability to influence employment decisions of prospects and candidates
	Candidate Interaction	Ability to maintain effective relationships with candidates through the recruiting process
	Labor Market Expertise	Knowledge of the labor market(s) in which the recruiter recruits
	Lead Generation	Ability to identify a steady stream of prospective talent in anticipation of future talent needs
	Strategic Sourcing	Using the right channels and messages to find targeted sources of high-quality candidates
	Web 2.0 Skills	Ability to use Web 2.0 technologies to locate, engage, and attract prospective candidates
Process Expert	Recruiting Process	Knowledge of and skills for executing on recruiting process
	ATS Skills	Ability to use the Applicant Tracking System or Hiring Management System
	Project Management	Ability to plan, organize, coordinate, execute, track, and evaluate projects

### **Attributes of a Talent Advisor**

- Demonstrates advanced recruiting expertise
- Anticipates the changing needs of hiring managers
- Possesses strong knowledge of the labor markets in which he/she works
- Maintains a strong network of relationships with internal stakeholders
- Anticipates the changing needs of candidates
- Ensures Recruiting is recognized as a strategic business partner by hiring managers
- Possesses a deep knowledge of the business

Talent Advisors are not order takers; they are decision influencers. They earn the right to influence staffing decisions by having a deep knowledge of the organization, its mission, and the relevant labor markets.

If we want to boost the performance of recruiting functions, we must develop more Talent Advisors. Of course, if that were easy, everybody would have done it already. There are two key challenges:

#### **The optimal recruiter role is unclear and poorly understood.**

“Be more strategic and consultative” is a fuzzy mandate. Many recruiters might be thinking, “Who has time to be strategic? I’m just trying to get my job done and keep hiring managers happy.” Others have inflated perceptions of their skills in this area. More than one-half of recruiters rate themselves as having advanced business influence, but less than one-quarter of recruiting managers agree.

However, recruiting functions can’t afford not to be strategic, and performing in a strategic capacity is more tactical than one might think. In this context, “strategic” does not mean dreamy futurism. It is coupling tactical processes with robust business knowledge—both action oriented and evidence driven—to influence hiring decisions in alignment with the organization’s overall strategy.

#### **Managers make good efforts but are not always effective.**

Almost 90% of recruiting managers report they make time to develop their direct reports (separate CEB research validates this self-reported figure), but only one-half of recruiters rate their managers as effective at development. Instead of asking managers to devote more time to development, we need to enable them to get a better return on the time they already spend.

# A Roadmap for Building Talent Advisor Capabilities

Organizations have already achieved most of the benefits that can be wrung from process efficiency and automation. The greatest potential for improving the recruiting function is in developing the pipeline manager and strategic advisor capabilities that contribute positive business impact.

To build next generation capabilities—and focus recruiters on Talent Advisor capabilities—we have to answer three key questions:

- What capabilities define Talent Advisors and how do those capabilities translate into behaviors?
- How do we assess and select for Talent Advisor capabilities to build a stronger recruiting team?
- How do we communicate the Talent Advisor role and hold recruiters accountable for these capabilities?

## Identifying the Attributes of Talent Advisors

As we mentioned earlier, Talent Advisors apply specific business and labor market knowledge to help the organization and candidates reach optimal hiring decisions. The chart in Figure 2 shows the 14 most crucial capabilities. The orange bars represent pipeline manager capabilities, whereas the blue bars represent strategic advisor capabilities. The length of each bar represents the impact of each capability on recruiter performance.

Unsurprisingly, recruiters with a deep understanding of the organization’s talent strategy outperform their peers by more than 20%. The next four most powerful competencies are: persuasion of hiring managers, labor market expertise, lead generation, and firm-specific business acumen.

High-Impact Talent Advisor Capabilities (Figure 2)

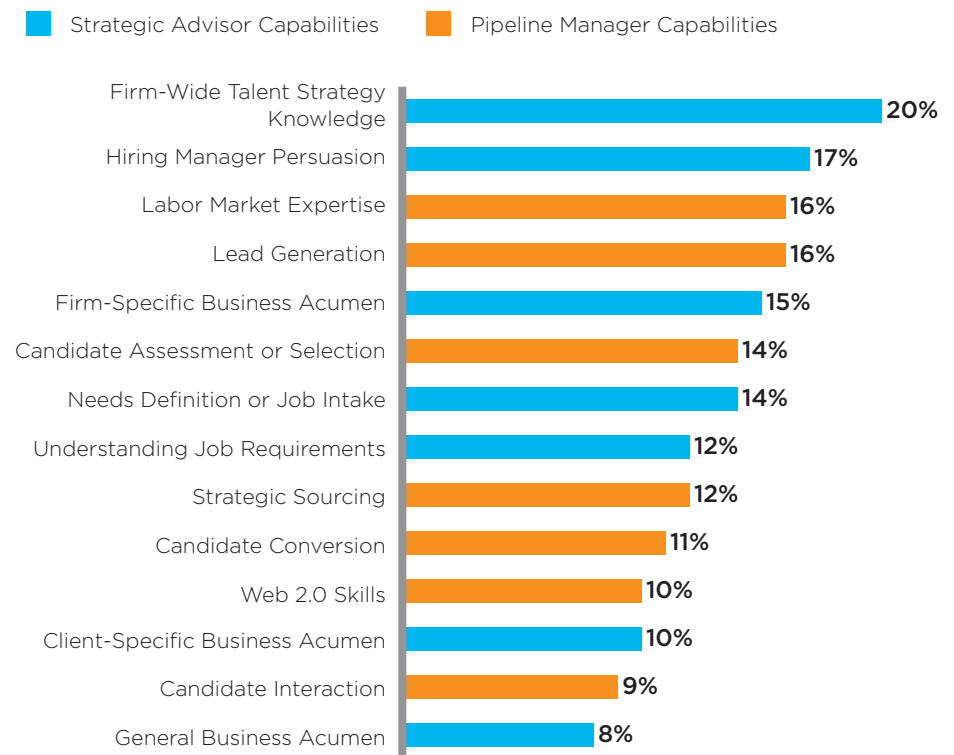


Figure 3 shows the five most influential Talent Advisor capabilities on the left, and their corresponding behaviors on the right.

- To begin with, Talent Advisors bring the voice of talent strategy to hiring decisions. They don't just fill requisitions, they optimize them in the context of the broader talent strategy.
- Second, they don't just seek to satisfy hiring managers; they challenge and collaborate to do the right thing for the business as a whole.
- Third, they use their extensive knowledge of the organization's talent strategy and their understanding of labor markets to know when, where, and how to find top talent. And they flex this knowledge to shape hiring manager expectations on what the market will bear.
- Fourth, Talent Advisors build a targeted pipeline of talent. They don't just post and hope.
- Finally, they clearly and persuasively convey the business logic of their recruiting recommendations.

### Translating Talent Advisor Capabilities into Behaviors (Figure 3)



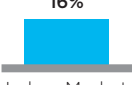
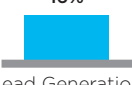

High-Impact Talent Advisor Capabilities and Behaviors		
Talent Advisor Capability	Key Idea	Talent Advisors' Knowledge and Behaviors
<p>20%</p>  <p>Firm-Wide Talent Strategy Knowledge</p>	<p><b>Bring the voice of talent strategy to hiring decisions.</b></p>	<ul style="list-style-type: none"> <li>■ Identify how changes in business strategy impact talent needs.</li> <li>■ Help hiring managers make trade-offs between quality and speed.</li> <li>■ Educate hiring managers on what skills or characteristics matter most when they evaluate candidates.</li> </ul>
<p>17%</p>  <p>Hiring Manager Persuasion</p>	<p><b>Challenge—don't just satisfy—hiring managers.</b></p>	<ul style="list-style-type: none"> <li>■ Ensure hiring managers prioritize position requirements based on business need.</li> <li>■ Outline the talent and business risks of hiring specific candidates.</li> <li>■ Challenge hiring managers on talent assumptions.</li> </ul>
<p>16%</p>  <p>Labor Market Expertise</p>	<p><b>Use deep labor market expertise to influence hiring decisions.</b></p>	<ul style="list-style-type: none"> <li>■ Educate hiring managers on trends in the labor market.</li> <li>■ Use competitive analysis to understand hiring needs and recruiting practices of talent competitors.</li> <li>■ Understand the availability of talent across critical talent segments.</li> </ul>
<p>16%</p>  <p>Lead Generation</p>	<p><b>Build targeted pipelines.</b></p>	<ul style="list-style-type: none"> <li>■ Know the best sourcing channels and messages to reach different candidate segments.</li> <li>■ Proactively cold call passive candidates.</li> <li>■ Identify the top-performing employees at talent competitors.</li> </ul>
<p>15%</p>  <p>Firm-Specific Business Acumen</p>	<p><b>Convey the business logic of recruiting recommendations.</b></p>	<ul style="list-style-type: none"> <li>■ Have a deep understanding of strategic business priorities and how the organization makes money.</li> <li>■ Communicate in the "language" of the business.</li> <li>■ Make recommendations based on how positions create value to the business.</li> </ul>



Figure 4 shows all 11 capabilities that Talent Advisors embody and how exactly these capabilities are translated into action. For recruiters who have been wondering exactly what “being more consultative and strategic” means, this figure makes the path more clear.

## Talent Advisor Behavior Map (Figure 4)

*Linking Talent Advisor Capabilities to Specific Behaviors*

PIPELINE MANAGER	
Capability	Specific Behaviors
Labor Market Expertise	<ul style="list-style-type: none"> <li>Educate hiring managers on trends in the labor market.</li> <li>Use competitive analysis to understand hiring needs and recruiting practices of talent competitors.</li> <li>Understand the availability of talent over critical talent segments.</li> </ul>
Lead Generation	<ul style="list-style-type: none"> <li>Know the best sourcing channels and messages to reach different candidate segments.</li> <li>Proactively cold call passive candidates.</li> <li>Identify the top-performing employees at talent competitors.</li> </ul>
Candidate Assessment or Selection	<ul style="list-style-type: none"> <li>Select candidates based not only on skills possessed but also on cultural and organizational fit.</li> <li>Emphasize demonstrative candidate assessment methods, not descriptive.</li> <li>Customize selection processes for specific hiring needs.</li> </ul>
Strategic Sourcing	<ul style="list-style-type: none"> <li>Include passive candidates in candidate slates.</li> <li>Ask high performers in similar roles to suggest where to find high-quality candidates.</li> <li>Know the best ways to use Web 2.0 technology to source candidates.</li> </ul>
Candidate Conversion	<ul style="list-style-type: none"> <li>Know which messages to use for different candidate segments.</li> <li>Ensure candidates can envision a “day in the life” at the company.</li> <li>Negotiate with candidates against counteroffers.</li> </ul>
Web 2.0 Skills	<ul style="list-style-type: none"> <li>Identify candidates in nontraditional industries or backgrounds using the internet.</li> <li>Identify the best places to look online for different candidate segments.</li> <li>Know when Web 2.0 is appropriate and when other channels are more effective.</li> </ul>
Candidate Interaction	<ul style="list-style-type: none"> <li>Provide candidates with clear examples of the types of projects they will be working on.</li> <li>Enlist hiring managers in candidate outreach.</li> <li>Ensure candidates are excited about working for the organization.</li> </ul>
STRATEGIC ADVISOR	
Capability	Specific Behaviors
Firm-Wide Talent Strategy Knowledge	<ul style="list-style-type: none"> <li>Identify how changes in business strategy impact talent needs.</li> <li>Help hiring managers make trade-offs between quality and speed.</li> <li>Educate hiring managers about what skills or characteristics matter most when they evaluate candidates.</li> </ul>
Hiring Manager Persuasion	<ul style="list-style-type: none"> <li>Ensure hiring managers prioritize position requirements based on business needs.</li> <li>Outline the talent and business risks of hiring specific candidates.</li> <li>Challenge hiring managers on talent assumptions.</li> </ul>
Firm-Specific Business Acumen	<ul style="list-style-type: none"> <li>Have a deep understanding of strategic business priorities and how the organization makes money.</li> <li>Communicate in the “language” of the business.</li> <li>Make recommendations based on how positions create value to the business.</li> </ul>
Needs Definition or Job Intake	<ul style="list-style-type: none"> <li>Build strong two-way relationships with hiring managers.</li> <li>Help hiring managers reconcile differences between ideal and practical staffing needs.</li> <li>Ask hiring managers follow-up questions to better understand hiring needs.</li> </ul>

## Assessing and Selecting for Talent Advisor Capabilities

Having identified what Talent Advisor capabilities are, how do we identify and hire recruiters who have these capabilities? There aren't any simple, visible indicators to spot them. Nor does a recruiter's experience in sourcing, HR, or sales necessarily equate to having Talent Advisor aptitude.

The data tells us that it is not about having a particular experience that equips you to be a Talent Advisor; it's about how you apply particular skills in action.

Many Talent Advisor capabilities are context specific and judgment dependent, suggesting that observation-based assessment is key to identifying the right individuals. However, only 48% of organizations use role-playing or other demonstration methods to collect information on recruiter candidates' capabilities—although they know recruiters know all the tricks of the trade and can “game” the hiring process better than anyone.

When we assess candidates for recruiter jobs, we often focus on having candidates describe their capabilities. We rarely ask them to demonstrate capabilities.

### Hertz Europe—A “Show Me” Model for Assessing and Selecting Recruiters

Hertz Europe embarked on a process to create a more strategic recruiting function, largely by supplementing its existing team with recruiters who possessed real strategic skills. They wanted recruiters who had inventive sourcing skills, could cultivate effective client relationships, and would challenge, consult with, and negotiate with hiring managers.

To find these individuals, Hertz Europe knew standard interview methods would be insufficient. Résumés, interviews, and reference checks; none of these methods alone adequately mapped previous experiences to critical strategic skills or showed how the candidate would apply those skills on the job.

So Hertz Europe added a demonstration component to its selection process. Executive recruiter candidates are now required to show their strategic skills by preparing and presenting a recruitment plan for a mock requisition. Candidates are given five days to prepare four documents: a sourcing channel overview, talent pool report, proposed selection process, and an estimate of recruitment cycle time and cost. Candidates present their plans to a panel consisting of a hiring manager and an HR business partner.

Candidates are assessed not only on their recommendations and presentation skills but also on the degree to which they truly challenge and consult with the panel. For example:

- Did the candidate creatively assess a range of channels and options with an eye toward competitively pursuing passive candidates, or did he/she simply plan to post the open position to boards and contact agencies and wait for active candidates to show up on the doorstep?
- Did the candidate look only at traditional talent pools, or did he/she make recommendations from less obvious talent sources outside the industry?
- Were the selection process recommendations logical and realistic?
- Does the time and cost estimate factor in complex variables, such as the seniority of the position, the scarcity of particular skills, and the criticality of the role to the business?

Before each presentation, assessors at Hertz Europe come up with some hardball questions—questions that reflect unrealistic expectations, unreasonable requests, or lack of commitment to the recruiting function. Assessors want to see that the candidate is poised and persuasive while reacting to unforeseen “moments of adversity.”

Ultimately, this process is not an abstract job simulation; it is a realistic job preview. It requires candidates to actually do, not simply claim that they can. And it helps Hertz Europe determine the fit of the candidate while also providing candidates with a good view of whether they will fit in the organizational culture.

This demonstration element of the interview process adds time, but the results have been

*“The live presentation is essential in singling out the candidates who can genuinely influence others. It is an effective way to identify candidates who have the ability to compile professional recruitment plans and evaluate their presence when interacting with the business.”*

Vanessa Flynn  
Global Talent Acquisition  
and Integration  
Hertz Europe

worthwhile. By bringing in recruiters with proven strategic skills, Hertz Europe has been able to reduce search firm spend by nearly a million dollars over the last 12 months. The new recruiters have raised the bar for the strategic effectiveness of the recruiting function, both by example and through coaching the rest of the team.

### **Embedding Talent Advisor Capabilities into the Recruiter's Role**

So far, we've focused on what to look for in Talent Advisor behaviors and capabilities, and the power of selecting for those capabilities using demonstration-based assessments. Now we need to understand how to communicate and embed those capabilities into recruiter role expectations.

Most recruiters are only accountable for process metrics, but being held accountable for business impact as well drives substantial performance improvements.

If the old cliché is true—that “you cannot improve what you do not measure”—it should come as no surprise that only 19% of recruiters demonstrate Talent Advisor behaviors in the field. In many performance management schemes, recruiters are neither inspired to reach for that strategic ideal nor recognized for it.

More than one-half of recruiters report they are held accountable for process expert metrics, such as time-to-fill or volume-based metrics. Far fewer are held accountable for Talent Advisor capabilities that will be reflected in business impact, such as influence on hiring manager decisions or business unit performance. Should they be accountable for these metrics? CEB research says yes. Holding recruiters accountable for business impact metrics, in addition to process metrics, generates an additional 25% impact on recruiter performance.

In short, to create an impact, it should be measured, and people need to be held accountable for it.

### **JPMorgan Chase—A Scorecard from Good to Great**

JPMorgan Chase provided high-quality talent management resources to its recruiters (such as a performance management system and strong managers) but focused the effort largely on creating process efficiencies and not developing recruiters' strategic influence.

As discussed earlier, being an expert at operational processes only makes you a middle-of-the-road recruiter. JPMorgan Chase wanted to develop recruiters with a combination of process excellence and strategic effectiveness. To make that happen, it needed to hold recruiters accountable for the behaviors that make a great recruiter.

However, simply inserting strategic skills into the competency model wouldn't be enough to gain recruiter buy-in and change behavior. Recruiters also needed very specific guidance on how to allocate their focus between the operational and the strategic.





So the company created a recruiter scorecard that does just that. The new scorecard embeds strategic metrics—such as hiring manager feedback on key strategic competencies—and weighs these metrics alongside traditional process and compliance metrics, such as fill rate and time to fill. Strategic effectiveness (metrics in the grey shaded area of Figure 5) carries up to 40% weight in each recruiter scorecard.





*“The scorecard is about moving recruiters from good to great by instilling prioritization and focus on self-development. Eventually, our recruiters should have the motivation without needing the scorecard.”*

*Natividad Rodriguez Ortega  
Staffing Manager  
JP Morgan Chase*

## Make Strategic Measures Part of the Core Recruiting Role (Figure 5)

Strategic Measures
  Traditional Measures

Individual Scorecard—Recruiters of Volume Hires	
<b>Recruiting Effectiveness (45%)</b>	
	<ul style="list-style-type: none"> <li>■ Fill Rate (30%)</li> <li>■ Conversion Ratio (15%)</li> <li>■ New Hire Retention (TBD)</li> </ul>
<b>Process Management and Compliance (20%)</b>	
	<ul style="list-style-type: none"> <li>■ New Hire Survey Results (10%)</li> <li>■ ATS Compliance (5%)</li> <li>■ Number of Undispositioned Candidates (5%)</li> </ul>
<b>Customer Focus (15%)</b>	
	<ul style="list-style-type: none"> <li>■ Hiring Manager Feedback (15%)</li> </ul>
<b>Strategic Competency Assessment (20%)</b>	
	<ul style="list-style-type: none"> <li>■ Employee or Manager Assessment of Recruiter Performance in Six Strategic Competencies (20%)</li> </ul>

Individual Scorecard—Recruiters of Experienced Hires	
<b>Recruiting Effectiveness (40%)</b>	
	<ul style="list-style-type: none"> <li>■ Quarterly Number of Hires (10%)</li> <li>■ Time to Fill (10%)</li> <li>■ Number of Potential Candidate "Relationship Touches" (10%)</li> <li>■ Number of Exploratory Interviews (10%)</li> </ul>
<b>Process Management and Compliance (20%)</b>	
	<ul style="list-style-type: none"> <li>■ ATS Compliance (7%)</li> <li>■ Number of Undispositioned Candidates (7%)</li> <li>■ One-to-Nine Compliance (6%)</li> </ul>
<b>Customer Focus (20%)</b>	
	<ul style="list-style-type: none"> <li>■ Hiring Manager Feedback (10%)</li> <li>■ Client Engagement Agreement (10%)</li> </ul>
<b>Strategic Competency Assessment (20%)</b>	
	<ul style="list-style-type: none"> <li>■ Employee or Manager Assessment of Recruiter Performance in Six Strategic Competencies (20%)</li> </ul>

These scores are data driven, and they are articulated with enough detail to enable recruiters to act on them. Rather than a nebulous score for “being consultative,” the scorecard measures specific competencies and behaviors that can then be targeted for improvement.

Hiring manager feedback is a key component of this assessment. However, hiring managers are not just being asked how satisfied they are with recruiters—that would reinforce order-taking mentalities. They are asked to assess the recruiter’s effectiveness in specific skills JPMorgan Chase deems valuable in a recruiter.

Quarterly scorecard check-ins help recruiters and their managers focus on strategic skill development on a regular basis.

A new metric—experimental for now—is new hire retention. This metric is designed to push recruiters to work with line managers to lift 90-day retention rates. Using the scorecard as a development discussion platform, JPMorgan Chase performs quarterly check-ins with their recruiters—not only to ensure recruiters are performing but also to see they’re getting the necessary coaching and development. Frequent check-ins help focus recruiters and their managers on making strategic improvements, not just operational improvements.

As a result, the development of strategic recruiter capabilities isn’t a one-off event; it is a repeatable process.

# Key Takeaways

In an uncertain economic climate and labor market, recruiting functions need to do more than just fill requisitions. They need to drive real business impact through influence. They've already achieved most of the benefits that can be wrung from process efficiency and automation. The greatest potential lies in developing the pipeline manager and strategic advisor capabilities that contribute the most business impact—and where there is the most room for improvement as well.

The process of moving from operational to strategic involves identifying what Talent Advisors do differently, assessing and selecting recruiters who demonstrate those qualities, and embedding Talent Advisor capabilities into recruiter expectations and development programs.

## Identify strategic advisor and pipeline manager capabilities.

**Build decision makers, not order takers.** The best recruiters earn the right to influence hiring managers by informing staffing decisions with acute knowledge of the organization and deep labor market expertise. They:

- Bring the voice of talent strategy to hiring decisions;
- Challenge—not just satisfy—hiring managers;
- Use deep labor market expertise to influence hiring decisions;
- Build targeted pipelines of talent; and
- Convey the business logic of their recruiting recommendations.

## Require recruiters to demonstrate—not just describe—their strategic capabilities.

- **Shift from description- to observation-based assessments for recruiter selection.** Only 40% of hiring managers trust the information collected about recruiter's "hard" and "soft" skills.
- **Simulate real world recruiting experiences.** Requiring recruiters to demonstrate capabilities during recruiting simulations exposes whether they can apply strategic sourcing skills in practice.
- **Use "moments of adversity" to your advantage.** Using adversity in live presentations proves whether recruiters can influence hiring decisions and demonstrate poise under pressure.

## Embed measures of strategic impact into scorecards and development programs.

- **Align recruiter incentives to strategic impact.** Organizations primarily hold recruiters accountable for process, but measuring strategic impact on the business disproportionately creates Talent Advisors.
- **Measure and track strategic effectiveness.** Quantify "strategic" by weighing strategic outcomes alongside typical process measures and tracking recruiter effectiveness over time.
- **Include strategic skills in development programs.** Encourage reflection and development of strategic capabilities with structured manager–recruiter check-ins to discuss development goals and the next steps.

The process is not some visionary quest of utopian ideals. It is a pragmatic and realistic path. The successes of Hertz Europe and JPMorgan Chase should provide heartening evidence that the transformation is achievable and the results are worthwhile.

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### About CEB

CEB is the leading member-based advisory company. By combining the best practices of thousands of member companies with our advanced research methodologies and human capital analytics, we equip senior leaders and their teams with insight and actionable solutions to transform operations. This distinctive approach, pioneered by CEB, enables executives to harness peer perspectives and tap into breakthrough innovation without costly consulting or reinvention. The CEB member network includes more than 16,000 executives and the majority of top companies globally.

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