



NOVEMBER 2007 - LEADERSHIP LETTER #23

Improving Recruiting with High Leverage Activities

Hello friends, clients and colleagues ...

On October 24th and 25th, I had the pleasure of meeting with the NSPE's HR Directors' Roundtable West, in Dallas, where about 30 folks gathered to address hot HR topics.

On the evening of October 24th, CEO Bob Pence of **Freese & Nichols** (HQ in Ft. Worth), presented his thoughts on strategic planning. Key points worth passing along:

- **Process** must be there and disciplined
- **Involve** the right leaders
- **Link** it to annual plans
- **Communicate** it often

On October 25th, we had three more presentations:

- **TD Industries'** Ben Houston and Steve Canter talked about Servant Leadership leading them to be a favorite place to work.

- **Olsson Associates'** Patty McManus and Melissa Newton shared their Performance-based Compensation practice.

- I led the group in a workshop on HR's role in Strategic Planning and the importance of a firm's Competitive Edge.

That last discussion, plus my work with 6-7 recent clients, contributes to the topic of this Leadership Letter: **Improving Recruiting with High Leverage Activities** (following). As always, you can also access this and all past leadership letters at our web site (www.henseyassociates.com)!

Best Wishes and Happy Thanksgiving to you all!

Mel

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IMPROVING RECRUITING WITH HIGH LEVERAGE ACTIVITIES

1. Become known as a great place to work by developing a supportive culture and a reputation for that in your areas.
2. Provide support to the people you **do** hire, by giving them a good boss and a “buddy” to turn to as needed.
3. Provide excellent in-house training using your best trainers; give them support and feedback for continuous improvement.
4. Provide outside leadership development opportunities for leaders at all levels. Studies show that people stay (or leave) mostly because of their bosses.
5. Develop good, on-going relationships with highly regarded teachers from whom you want to recruit graduates. Be helpful to them and encourage them to help you.
6. Use co-op students or summer interns from schools you want graduates from. Build strong relationships with the best of them. Several firms will employ only co-ops.
7. Bring in excellent graduates, even in challenging times. Grow your own great people. See No. 14.
8. Find an effective recruiter and build a good relationship with them. The best ones will require a good job description and deliver results in a month or two.
9. Hire an excellent recruiter on your staff to supplement your HR Department (which is usually overwhelmed with “regular” work).
10. Network through professional meetings, associations, local gatherings and conferences, to find great people you want on your team.
11. Hire great people you want on your team when they are available, whether you “need” them or not! Find a job for them.
12. Use “signing bonuses” to attract key hires when necessary, to get them **and** to keep your salary structure intact.
13. Use “finders’ fees” to reward your own staff for bringing good candidates to your attention ... after they are selected and hired.
14. When you find yourself in a down market, “muscle-build” your organization by bringing in talent while outplacing people you don’t need.
15. Provide training for your interviewers and provide multiple interviews for candidates. Studies show that candidates appreciate thorough interviews and of course, you’ll make fewer hiring mistakes!



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