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## Automate firm's recruitment process to capture the best talent

Technology works wonders, from the shop floor to employee recruitment. The right combination of technology, processes and leadership allows virtually any company to deploy recruitment solutions that are similar to a customizable manufacturing process. Yet recruiting technology is only as good as the processes that surround it and the window it provides into a company's talent pool.



**EMPLOYMENT  
PROCESSES**

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In today's "technology solves everything" world, looks are often deceiving. Many large, successful companies still experience difficulties with recruitment issues that could be significantly enhanced by the right processes and tools. A surprisingly large number of Fortune 1000 companies lack an automated recruiting process. These companies are vulnerable to competitors seizing the opportunity to capture the best talent.

### INTEGRATING BOTH ENDS

Whether immediate hiring needs involve a vice president of sales assembling a national sales force or a human resources director who believes that hiring and attracting exceptional people is a strategic objective, automation is pivotal. But too many companies jump into the game by bringing in an applicant tracking system and thinking it is a stand-alone solution.

Not by a long shot. The applicant tracking system is only part of the real solution, which is an integrated recruiting process including technology that brings together both front and back ends.

Front-end Web integration allows candidates to self-select, submit their profile and manage their own records. On the back end, hiring managers have access and visibility into the talent warehouse and

use the recruitment tools to open requisitions and facilitate the total screening and hiring process.

An applicant tracking system is only a subset of recruiting process automation; other critical parts requisition fulfillment functionality and work flow enabling.

### STEP BY STEP

How do companies take themselves to the next level in recruitment automation, from assessment to implementation? First, do not automate a broken process. Have the current recruiting process assessed and mapped to determine its flaws. Then determine the desired state and implement it so that the process becomes a repeatable, consistent, well-oiled machine.

Assessment is more than whether the process works or not. It's an opportunity to see places for improvement, even for optimizing the process before automating it. For example, consider:

- How candidates are currently sourced.
- How candidates are screened and selected.
- How requisitions are managed.

All these may involve different levels of automation, moving from an ad hoc Level 1 (on a process maturity model) to better-defined Level 3 to well-managed and optimized Level 4 or 5. Each is a leg or component which fits into the company's vision.

Second, shop (criteria selection) for an applicant tracking system that provides the most support, is easily understandable and has technology that most closely aligns with the process so the least amount of process customization is required.

Then, close in on actually selecting a product by vetting various vendors with demonstrations.

See how closely each product comes to meeting criteria. Also look for features such as whether e-mail and/or Web integration are offered, whether there is candidate self-maintenance and how or if it touches all parties in the process. The more

comprehensively that different technologies mesh into creating a total solution, the less "duct tape" is required. Narrow to two or three top contenders, then make the vendor selection and create the technology implementation road map prior to "go live."

Recruitment really adds up to helping business leaders build great companies. Apart from the strictly technology side, this also includes gaining insight on the company's current recruiting state to expert guidance on how to retool for the future and competitively hit goals.

Savvy companies then begin to see more clearly how to track the best candidates, how to hire and retain them, and how to reduce the cost of bringing this high-powered talent on board in the first place.

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Is this recruitment strategy only for the biggest of the big? Absolutely not. From rapidly growing start-up companies to companies planning to grow rapidly, to large companies adding large numbers of new employees, the impact is just as positive. Companies still on the fence should ask themselves whether today's manufacturing would work without automated processes and automated supply chains. It would be impossible — and automation is precisely how companies should think about their recruitment machine.

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