RAYMOND SEARCH GROUP

Client's Guide To Working With An Executive Search Firm

Table Of Contents

Introduction

Chapter 1: The Difference Between In-House Recruiting and Executive Search 4

Chapter 2: Choosing A Search Firm To Partner With 9

Chapter 3: Case Study: Finding Talent For Hard To Fill and Specialized Roles 19

Chapter 4: Executive Search And Recruitment Process 23

Chapter 5: Making A Decision On A Candidate 29

Chapter 6: Social Media & Technology 33

Conclusion 36

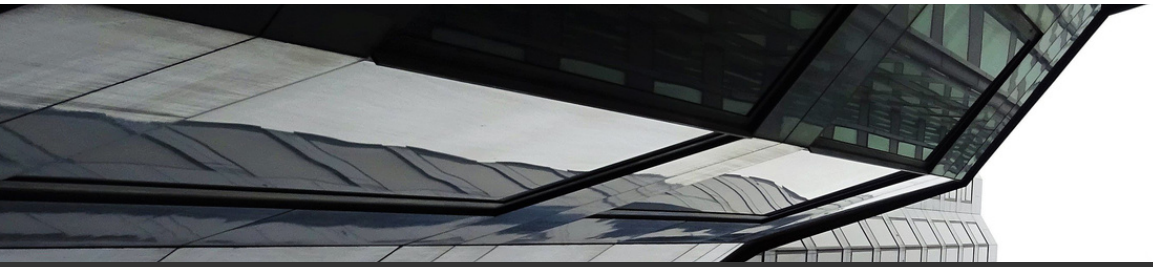
About This eBook.

This eBook is designed to provide hiring managers with an understanding of the executive recruitment process and the distinction between using your in-house talent acquisition team or recruiters versus working with an external executive search or recruitment firm.

About Raymond Search Group

Raymond Search Group is a retained executive search firm that delivers outstanding talent to companies in construction, real estate, engineering, architecture, HVACR/R, building automation systems, MEPF, manufacturing and more. Our extensive experience and team of tenured recruiters empowers organizations to grow and succeed through hiring and retaining exceptional talent.

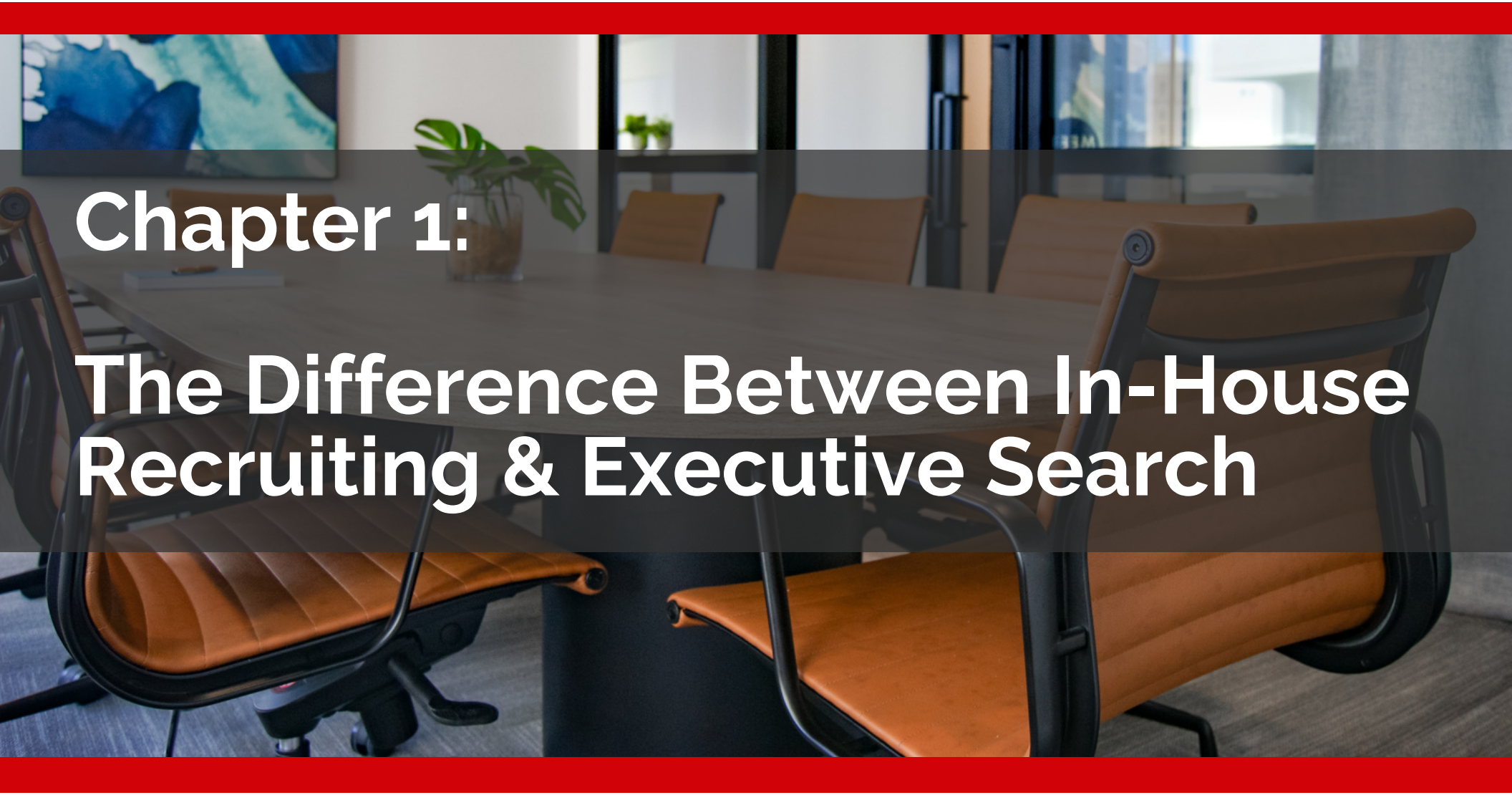
Our goal is simple - to help companies realize their potential and become leaders in their industry. We recruit and place talented professionals who will remain engaged for the long term and use a consultative approach to understand our clients' business goals and objectives, as well as a thorough vetting and interviewing process to align and achieve strong mutual fit with the best talent. We are passionate about helping candidates advance their careers and building lasting mutual relationships with our clients.



Who We Work With.

Raymond Search Group partners with companies that are dedicated to hiring the best people. Companies that come to us have experienced recruiters disappointing and disappearing or they have wasted hours and resources shuffling through irrelevant candidates and resumes that clutter their inbox from high-volume staffing agencies.

We work with companies that are committed to their people and to hiring the best talent, who are looking for a trusted recruiting partner. By working with us, hiring managers find a true partner with in-depth industry knowledge and access who deliver the best talent in the industry.



Chapter 1:

The Difference Between In-House Recruiting & Executive Search

When a company is looking to hire a senior executive or strategic hire, they have two basic options. The first option is to use their in-house talent acquisition team and the second option is to engage with an external executive search or recruiting firm. Most companies have in-house recruiters or talent acquisition teams that hire hundreds of people every year and may think that one more hire is an easy task.

Since in-house talent acquisition teams are set up to process a large volume of resumes and job applications and quickly screen and sort them, their recruitment process is more inbound than outbound. Executive search and recruiting for hard to fill roles is different and primarily an outbound recruitment process.

A proactive outbound process makes a big difference in the quality of candidates. Instead of receiving and shuffling through resumes, executive recruiters and search firms uncover the best candidates by actively searching through their networks and contacts to source and build a list of the most qualified, interested, and available talent.

Executive search and recruiting for hard to fill roles is an outbound recruitment process.

Proactive outreach and research yields higher quality candidates.

Active Talent.

Active talent represents candidates who are unemployed or are actively looking for roles and applying for jobs. Most of the time this is the type of talent that in-house recruiters have access to. While active talent expands the talent pool considerably in the recruitment process - active talent isn't always the best fit or the most qualified talent in the marketplace.

Active talent pools are useful for filling entry to junior level roles. This is because many skills and cultural norms can be taught or learned at this level, and there is lower risk associated with hiring for these positions. However, finding the best fit talent for strategic roles or at the senior executive level is critical, and this type of talent is often found in passive talent / candidate pools.

Passive Talent.

Passive talent are the all-star candidates within the talent pool. These candidates are gainfully employed and not actively looking or applying for jobs and therefore harder to find. This type of talent is much harder to identify and reach when looking to recruit for a specialized role or senior level position.

This type of talent is highly sought after because they are highly skilled, invested in their team or work and are higher quality than active talent. Passive talent is the type of talent you should be targeting for hires that are key to your organization's success. An external executive search consultant will already have relationships built with passive talent in your industry and can easily begin a conversation with them to gauge their interest and availability.

In-House Executive Search Teams.

For larger companies, there may be a separate in-house or corporate executive-level recruiting team. These teams operate in a dramatically different way than typical in-house recruiting teams and staffing departments. They more closely resemble an executive search firm, except they have a single client - the company. In some cases, in-house executive search teams will still seek out the advice of an external search firm. They may not have a large enough network for a particular type of executive role they are trying to fill, or they may simply be at capacity.

Often these in-house executive search teams will operate in a much more siloed way than the rest of the recruitment or talent acquisition function or team - even to the point of maintaining an independent database of talent and candidates that are off-limits to other internal recruiters.

5 Reasons Why In-House Executive Search Teams Keep Their Passive Talent and Candidates Separate:

- Lower level staffing teams cannot access executive level talent
- Candidates will not accidentally be sent irrelevant communications, jobs, emails, etc.
- Executive recruiters can manage multiple searches or projects at once from start to finish.
- High-level Talent Acquisition executives are able to build a better 360 degree view of a candidate beyond a resume.
- Executive level talent is not lost in an ATS (Applicant Tracking System) which contains hundreds of thousands of other resumes.

Your in-house executive level talent acquisition team will have access to their own networks, but these talent pools can be more limited and isolated from the broader talent market.

Even if a company has built an in-house executive level recruitment team, there are still any number of reasons why a candidate may not trust working with an in-house recruiter.

Reasons Why A Candidate Will Not Trust Working With An In-House Recruiter.

- Poor candidate experience in the past
- Perceived bias against them favoring an internal candidate
- Poor communication

- An overly complicated interviewing process
- Unfair representation throughout the recruitment cycle
- Mishired and not a good fit culturally

Chapter 2:

Choosing A Search Firm To Work With.

Specialization.

Once a company decides to pursue partnering with an external executive search firm or executive recruitment agency - they will need to carefully consider and select the right firm that has the right expertise, network and experience.

Specialization comes from years and years of experience building relationships with industry experts and professionals. Search firms and executive recruiters are able to leverage and deliver these relationships when a company is looking to make a strategic or senior executive level hire. In addition to having broader access to talent, a search firm or executive recruiter will typically specialize in a niche industry or sector. A specialized search consultant understands your:

- Business
- Industry
- Culture
- The best fit talent
- Leadership style
- Organizational structure
- Customer or user base

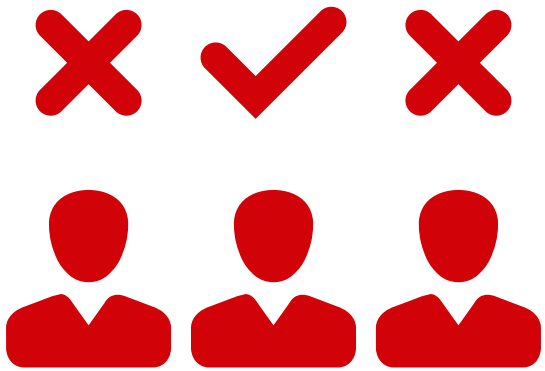
To find the best search or recruitment firm to partner with you will need to conduct a close examination of several key areas including the types of roles and positions they place, other clients they have worked with in the past (are these past clients similar to you and your needs) and a list of recent or past searches.

To quickly gather this information and understand specialty, review a search firm's website. If you are still unclear of their specialization and methods you can dive deeper into their thought leadership that they have published. Look for regular postings of thought leadership articles and content about your industry and ask yourself if these articles provide deeper insights or discuss ideas or concepts that you may not have considered. A truly experienced search consultant or executive recruiter should be able to demonstrate and provide value to their wider networks in addition to their immediate client base.

Successful search consultants that exceed client expectations, will also see a high rate of repeat and referral business - it is important to understand what percentage of a search firm's business is repeat or referral business versus new business. The higher the repeat / referral rate - the better the relationship a search consultant will have with their clients.

In some cases a search firm or executive recruiter will claim to be a generalist. This is when a search consultant or recruiter has done various placements across many sectors, industries, verticals and functions. Initially this may be attractive to a company - as they will have many connections, but at the end of the day you will see more success with a highly specialized search firm that knows alot about your industry rather than a generalist.

A specialized search firm has conducted hundreds of similar searches for senior executive talent or key hires in the past and has the expertise to execute efficiently and deliver results.



Different Types Of Search Firms.

Seeking outside help when staffing for junior to mid-level roles is a reality for many companies. A company may already be contracting with a staffing agency or firm to fill many positions and may easily assume this staffing firm can handle executive-level or key hires. These staffing agencies often operate under a contingency model - where they are paid upon placement.

A contingency search firm typically focuses on placing a candidate as fast as possible within 2-3 weeks. On the other hand, retained search firms focus on finding the best-fit candidate and spend time researching and assessing passive talent to pursue. A retained executive search will typically take a little longer (4-7 weeks) to find and present the best candidates, but the quality of these candidates will generally be much better.

An external search firm serves as a consultative partner and trusted advisor who can correctly identify and reach passive talent and advise the best strategy and approach. Working to find the best possible candidate requires a more personalized and consultative process. Because of this, retained search firms are paid throughout the duration of the engagement (on a retainer or deposit and retainer basis) as this type of arrangement results in a more collaborative relationship.

A retained search also enhances the process between search firm, company, and candidate. Simply put, an executive-level or strategic hire is a much more intense, delicate, and hands-on process than typical recruiting efforts. The process demands engaging talent with purposeful outreach and providing a positive candidate experience from start to finish - all of which an executive search firm has years of experience cultivating.

Transparency Through An Objective Process.

Working with an external executive search firm or executive recruiter can add more objectivity to the hiring process, since a search firm will have both the candidate's and company's best interests in mind. This will create a seemingly more fair process to the candidate, as they are not working directly with the company itself. In addition to unrivaled candidate access and relationships, a search consultant or search firm you partner with will:

- Collectively gather information from internal stakeholders to create a summary of ideal core competencies and gain trust.
- Remain unbiased during the research, interviewing and decision-making processes.
- Conduct interviews to provide a fair and objective point of view for everyone involved.
- Assure that candidates have fair representation
- Build consensus across multiple internal stakeholders
- Decrease the time to placement / hire by circumventing internal obstacles and politics.

An executive search firm already has established relationships with thousands of candidates and can expand their reach across different industries, verticals, and regions more so than in-house recruiters can. When working with a reputable executive search firm, a candidate will pick up the phone and answer when they call.

Confidentiality.

Another significant issue with trying to conduct an executive-level or key hire search using your in-house recruitment team is confidentiality. Hiring an executive leader or a strategic hire is a very sensitive matter and needs to be handled discreetly. A company might not want to internally broadcast that they are making organizational changes until these plans are already in place. An external search firm can help keep an executive-level or key hire search confidential.

Since a search firm is a vetted external partner, all communications, status updates, interviews, and more can be handled directly between the search firm and a small group of stakeholders involved in the process - reducing any sort of exposure, damage or misinformation.

Another reason why senior executive candidates do not apply directly to positions is the risk of exposure to their current company which can damage their reputation and career aspirations.

Hiring for a senior executive or strategic hire will have a significant impact on your company and a controlling stake in that future. A miss-step by mis-handling this confidentiality can have severe consequences and set a company back in many ways. This risk makes finding and strategically approaching the right candidates critical.

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Avoiding A Mis-Hire.

In-house talent acquisition teams are incredibly efficient and skilled at making quick hires and assessing talent for junior- and mid-level roles. For these more junior-level roles, recruiters look primarily to match the experience and skillsets required for the position. If a hired candidate does not work out at this level, the damage to the team and company is minimal. When making a senior executive or strategic hire, if the wrong candidate is hired and assigned to the role, this can result in lost costs, resources, time and cause catastrophic damage across the organization. Executive search firms rely heavily on their reputation and cannot afford to appoint the wrong candidate or have their search result in a mis-hire.

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The Candidate Experience.

The candidate experience is the series of interactions that a candidate has with your company throughout the entire recruiting lifecycle. These interactions include any communications that a candidate receives from your brand, external recruiter, employees, etc.. Every interaction between your brand and a candidate when it comes to hiring should be purposeful, positive and progressive.

The candidate experience is becoming more and more critical to finding and attracting talent at every level within an organization. When candidates are not selected to move forward for any number of reasons, an expert search consultant will assure that the candidate's experience remains positive by offering additional coaching, feedback, etc. This in turn creates a favorable impression by the candidate. Candidates appreciate transparency and efficiency in the search and recruitment process.

Providing a great candidate experience is also a company's responsibility as well. Interviewers must show up to interviews on-time, be prepared, act professionally, ask the right questions and be considerate of a candidate's time. All of these little details can greatly impact a candidate's perception of the organization.

In many cases when hiring for a strategic or senior level executive position it is best to assign one individual point of contact that will remain with the candidate for the entire journey of the search process and hiring cycle. This role is often best filled by an external search consultant or executive recruiter who can build a strong relationship with the candidate and remain objective, answer any questions, respond in a timely manner and keep the candidate engaged and updated on their status. Working with higher level senior executive candidates for key hires will require a more high-touch approach.

With talent being incredibly scarce, having a great candidate experience can greatly impact whether a candidate chooses to work for you or a competitor. The candidate experience is similar to the customer or user experience in that it should be positive, effortless, intuitive and efficient. Attracting top talent is the first challenge, but keeping this talent engaged during the search process is critical.

Here are a few ways to assure that your wider talent acquisition team can deliver a high-touch candidate experience.

- Remain truthful in all communications (do not lead a candidate on)
- Avoid rescheduling or canceling interviews or meetings
- Remove a candidate from all irrelevant email lists or promotional communications
- Communicate effectively and clearly
- Keep a candidate updated on their status
- Remain professional and positive
- During a virtual interview, turn on camera
- Be mindful of a candidate's time and be respectful
- Prepare a well-written and thoughtful rejection letter

Every touchpoint and communication, both in-person and digital, that a candidate has with a company is part of the candidate experience.

In-house teams can audit and examine their recruitment lifecycle and process for areas of bottlenecks where candidates withdraw from the process by asking:

- Can some steps be combined?
- Are some interviews or meetings redundant?
- Do you need to collect certain data and information upfront or can it wait?
- Is your recruitment process adhering to privacy and data compliance regulations - how is this information handled internally?
- Would a panel interview be more efficient than a series of one-on-one interviews?
- How long is the entire hiring lifecycle start to finish? Does your digital candidate experience provide the same positive feeling as your in-person experience, or is there a disconnect?
- Are there too many individual contact points for a candidate?

Chapter 3:

Case Study: Finding Talent For Hard To Fill and Specialized Roles

Case Study: How To Find and Attract Project Managers and Estimators In Construction.

Two of the most difficult roles to fill in the construction industry are Project Managers and Estimators. Companies will often start the search and recruitment process for these key roles on their own only to discover a very small talent pool where candidates are fairly resistant to change. Below is a case study that outlines the journey and process that a client went through when working with Raymond Search Group to find and appoint qualified candidates for these hard to fill positions

Several years ago, Raymond Search Group was contacted by a major mechanical contractor within the Pacific Northwest and presented with this exact challenge. The client needed to find more senior level Project Managers and Estimators that had experience working within mechanical contracting. The client initially decided to take on this search for talent on their own but came up empty-handed. They then decided to work with several local recruiting firms in the Pacific Northwest to expand their options.

These attempts all failed for several reasons including:

- The local recruitment agencies over promised and under delivered
- The client saw mostly the same candidates presented that came up in their initial search
- Some candidates were not even interested in the role or changing careers
- Most candidates presented by the recruiting agencies were not a good fit
- Some candidates were not qualified and had the wrong type of mechanical experience

After a series of failed attempts trying to source and hire the right talent for these key roles, the client reached out to Raymond Search Group - having heard that our firm specializes in identifying and appointing talent within the construction industry across the US, including Project Managers and Estimators.

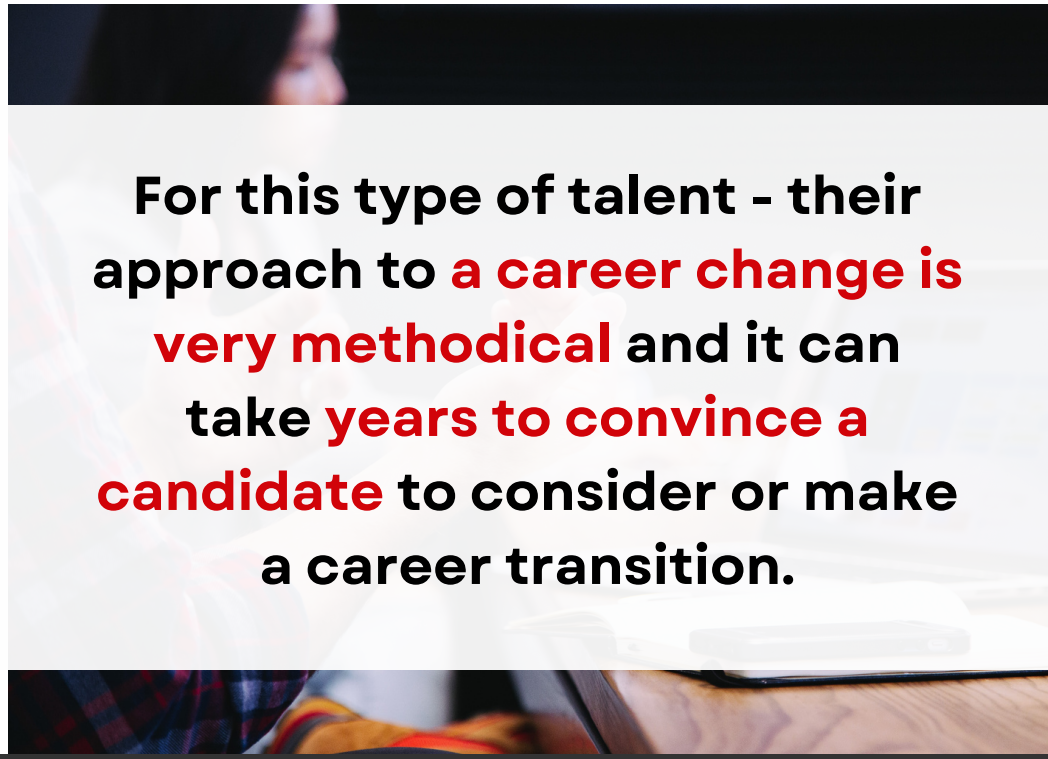
THE CHALLENGE:

Since the client had already attempted this search themselves and partnered with several recruiting agencies that yielded no results, our firm had its work cut out for ourselves in an already small and disengaged market. Finding and securing Project Managers and Estimators is a challenge for a number of reasons including:

- Project Managers and Estimators bring a great deal of value to the company, business development and build process and are always in high demand
- The talent pool is incredibly small, and adding additional criteria (such as mechanical experience) reduces this pool even further
- Everyone knows each other within the Pacific Northwest region
- Project Managers and Estimators are often hard to convince when making a career change.

Raymond Search Group formulated a new strategic direction and identified new methods for researching and engaging this talent. In general, Project Managers and Estimators are very well compensated within the industry, which means that considering a career change is not typically financially motivated.

This type of talent is often invested in the projects they work on, teams they are a part of and the company they work for. Since culture and passion are such a large motivator for this type of talent - their approach to a career change is very methodical and it can take years to convince a candidate to consider or make a career transition.



THE RESULTS:

As a reputable search firm within the region, part of our process is to establish and build connections and relationships with candidates and talent even without an immediate opportunity available. This authentic advisory relationship forms the foundational trust between Raymond Search Group and our candidates and allows us to facilitate open and honest conversations about their career. When a client or recruiting firm approaches talent directly without this trust, there can be a breakdown in communication and transparency with the candidate, resulting in a poor candidate experience and disengaged talent.

Raymond Search Group already had existing relationships with most of the Project Managers and Estimators within the region already known by the client and were able to leverage these historical relationships. Our firm was also able to present several other qualified, interested, and available candidates that were overlooked in prior attempts. As a search firm, we were able to objectively represent both the client and candidate fairly and objectively within the search and recruitment process.

One of the finalist candidates presented to the client, our firm had pursued for over two years to build a deeply intentional and meaningful relationship with.

When Raymond Search Group approached this candidate with the client's opportunity, they were finally ready to make a career move, and they chose to exclusively work with our firm to make this happen. The opportunity was a great match and fit with the candidate's experience, skills, key motivators and compensation and they selected to move forward with the client to pursue the opportunity.

From start to finish, Raymond Search Group was able to identify, present, interview and put forward finalist candidates for these Project Manager and Estimator roles in 3 to 8 weeks, depending upon complexity of the role and the search. To date, our firm has completed over 10 searches for the client in the past 3 years, and the client has recommended Raymond Search Group to several of their partners. In the past 6 months, our firm has worked with their partners to successfully find talent for various roles including:

- Project Managers
- Superintendents
- Estimators
- Vice President of Project Management
- Director of Construction

Once your company has selected an executive search or recruitment firm to find and appoint your next strategic hire, it is imperative to understand the process of how you will work together with a search consultant.

Chapter 4:

Executive Search And Recruitment Process

Benchmarking Candidates.

The first step when hiring for strategic or senior level talent is to build a strategy through the benchmark profile and research criteria. This step will form the foundation of your search and recruitment process and will help define your strategy for where you will look for the best fit talent. The benchmark profile will serve as the "ideal candidate" for which you will measure all other candidates against. Your research criteria will include other attributes such as location, past work experience, certifications, educational degrees, etc. Your search firm or executive recruiter will use this profile as a guide when finding and searching for talent.

Creating a fully realized benchmark profile and research criteria is critical. If you begin searching for candidates without a fully formed benchmark profile, this can hurt you in the long run and result in restarting your search, because the due diligence and strategy was not carefully crafted in the beginning.

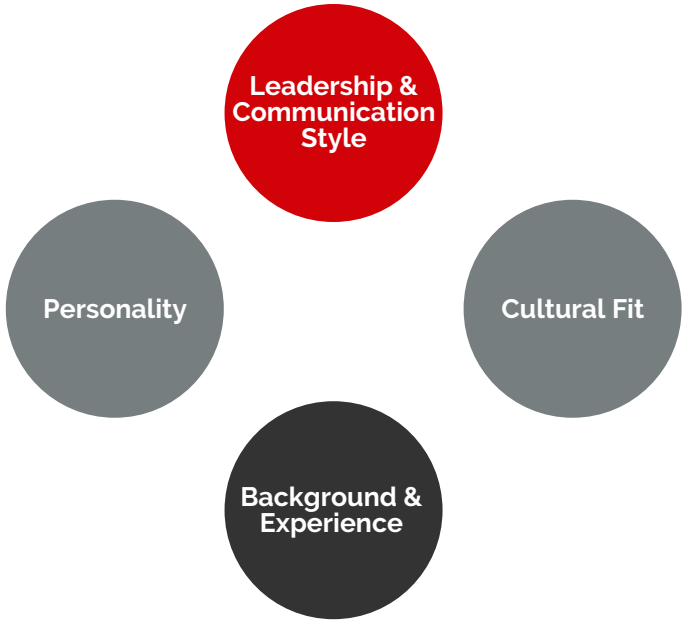
Research & Strategic Sourcing

Next, as a search firm, we go to market to find, engage and source candidates that align with these competencies and the benchmark profile. Typically this initial research will yield approximately 50-100 candidates that make up a longlist. Once you have exhausted all of your resources and channels for finding the best talent, and have a finalized longlist of all of these candidates, it is time to rank order them and prioritize.

You should be able to identify the strongest candidates on your list based upon how well they match the benchmark profile and research criteria and how well they answered your initial screening questions. This will be your starting point for which you begin the more in-depth interview and assessment processes to better understand:

- Leadership and Communication Style
- Personality
- Cultural Fit
- Background and Experience

These begin to form the foundation for how the candidate will fit into the company culture, the leadership team and interact with others.
After this initial research and screening phase, we match the best candidates that align with both the required experience and core leadership skills, resulting in roughly 8-10 top candidates ready to be presented to the client or hiring manager for interviewing and assessing.



Interviewing & Assessing Candidates.

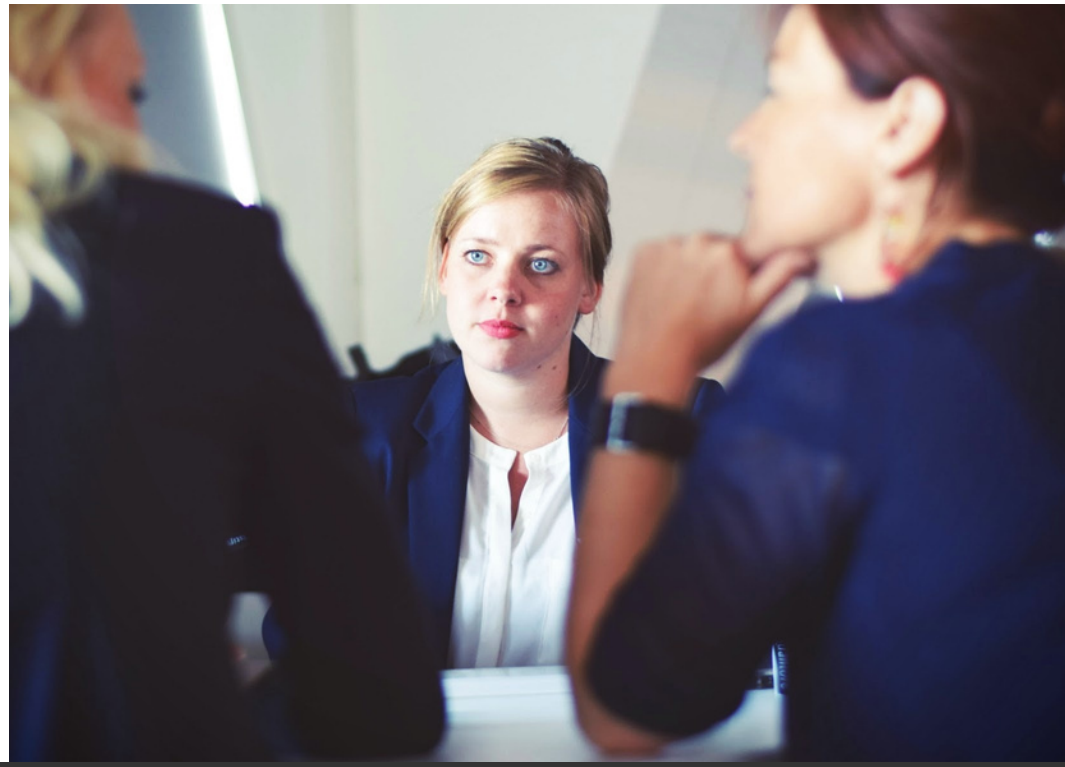
The shortlist of candidates that most closely match the benchmark profile and passed the initial screening phase should be the most qualified, interested and available candidates. These candidates will have several rounds of interviews with other internal stakeholders. At this point, the baseline questions have already been asked of the candidate in the initial screening process, and in-depth interviews should be tailored to speak to the specific skills, successes and experiences a candidate possesses and how these apply to the role.

Ask for concrete examples or situations a candidate has faced in the past and how they mitigated these. Ask questions of how they may choose to do things differently, or what vision they have for the company, department or product. Ask questions that probe deeper into the function of the role and how the candidate will interact with other stakeholders across the organization.

Once several finalists are selected to move forward, be sure to build a complete 360 degree view of these candidates. The best way to accomplish this is to hold interviews with every tier of management that the candidate will directly interact with. This may include:

- Board members
- C-level executives
- Peers at the same management level
- Direct reports

Having a fuller understanding of the candidate from each of these interviews, will help paint a more complete picture of the candidate to gauge fit.



In-Depth Assessments.

When hiring a new team member or senior executive, conducting an in-depth assessment can help a company make the best informed hiring decision and select the right candidate. Assessments are often conducted for the finalist candidates that are in-process for a role to uncover and map the cognitive, behavioral and cultural competencies within each candidate.

This is key when hiring for a senior executive or key hire where fit and values are more important and will outweigh background and experience qualifications. An assessment will provide a company with the following evaluation of a candidate's core competencies including:

- Strengths
- Weaknesses
- Leadership and Learning Styles
- Communication Skills
- Behavioral Attributes
- Critical Thinking Skills
- How They Receive Feedback

Assessment interviews offer more in-depth insights than traditional hiring-based interviews and will typically last for about an hour to 90 minutes. An assessment interview with a candidate is much more scripted and structured and will often include at least 25-40 questions. The questions within an assessment interview are focused on evaluating the core competencies outlined in the benchmark profile.

These can be done through a series of questions or even through role-playing or simulation. As the interviewer frames the questions or scenario for the candidate, the interviewer will take notes and score a candidate based upon their responses. In-person assessment interviews are incredibly effective for judging and gauging behavioral and cultural fit.

Psychometric Testing.

Another tool for conducting a more thorough assessment for a candidate is psychometric testing. This test is performed through a tool or online platform, such as McQuaig or Hogan Assessments, and helps a company compare a candidate's strengths and weaknesses and measure these against the strengths and weaknesses already found within the existing team. After an online assessment test is completed, a profile is generated that summarizes data points to:

- Illustrate team compatibility
- Predict potential conflicts
- Identify performance motivators
- Determine alignment between personal and company values

After all interviews have been conducted and assessments completed a final decision will need to be made to extend an offer.

Chapter 5:

Making A Decision On A Candidate

After the finalist candidates have made it through several rounds of interviews, it is time to make a decision on which candidate is the best fit. This may come down to the top two or three finalist candidates. Fit makes up a large part of whether a candidate will be successful in a role. In some cases, a candidate can have the most relevant skills and experience, but not possess the right personality or communication styles to properly assimilate into the company culture.

The right candidate will always be the best fit candidate. Skills can be learned and taught, however cultural fit and leadership style will be hard to teach or change in an individual. It is better to choose the candidate that will fit with your culture and team, rather than making a decision based solely upon other factors such as educational pedigree or past work experience.

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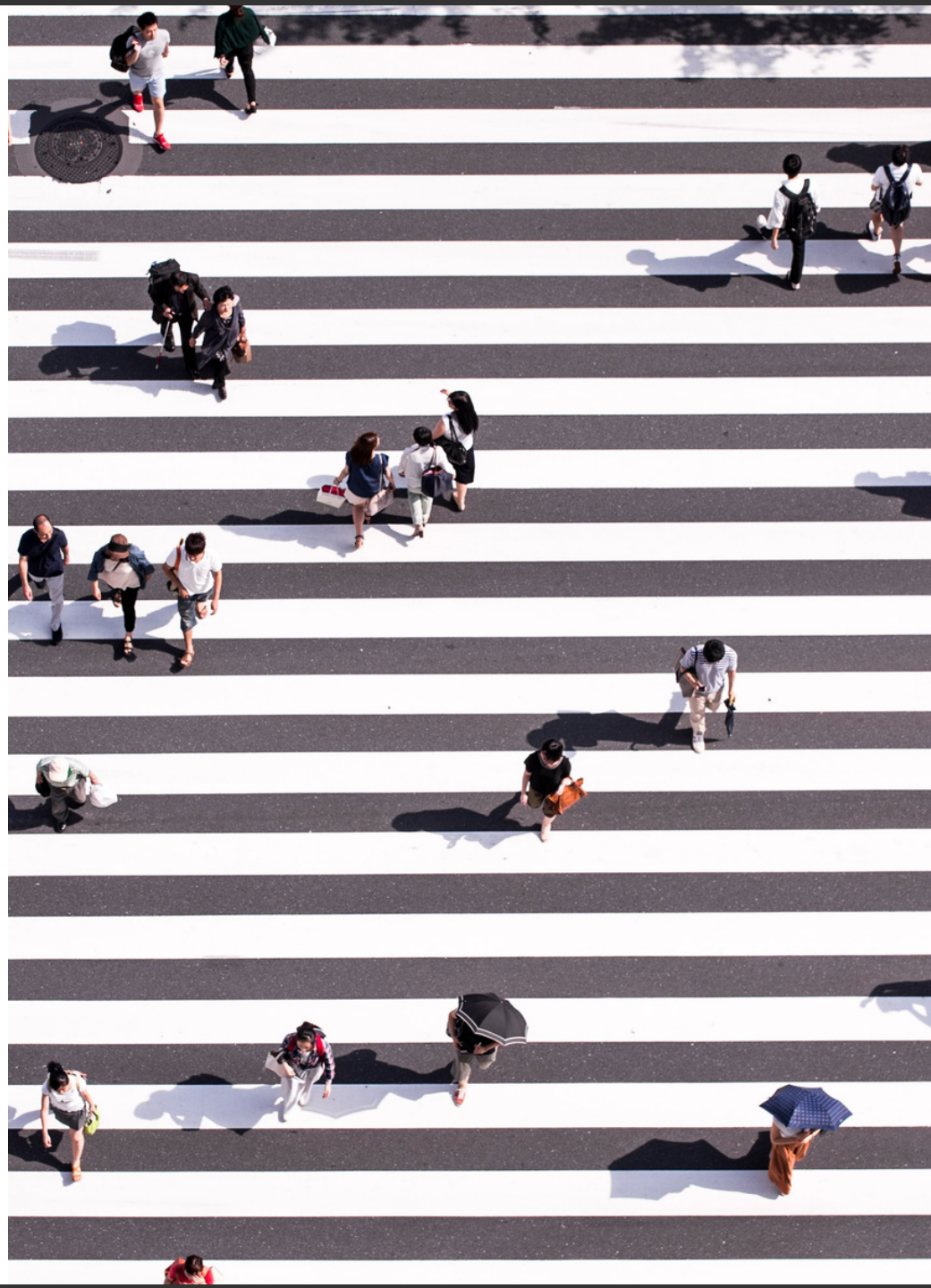


Making An Offer.

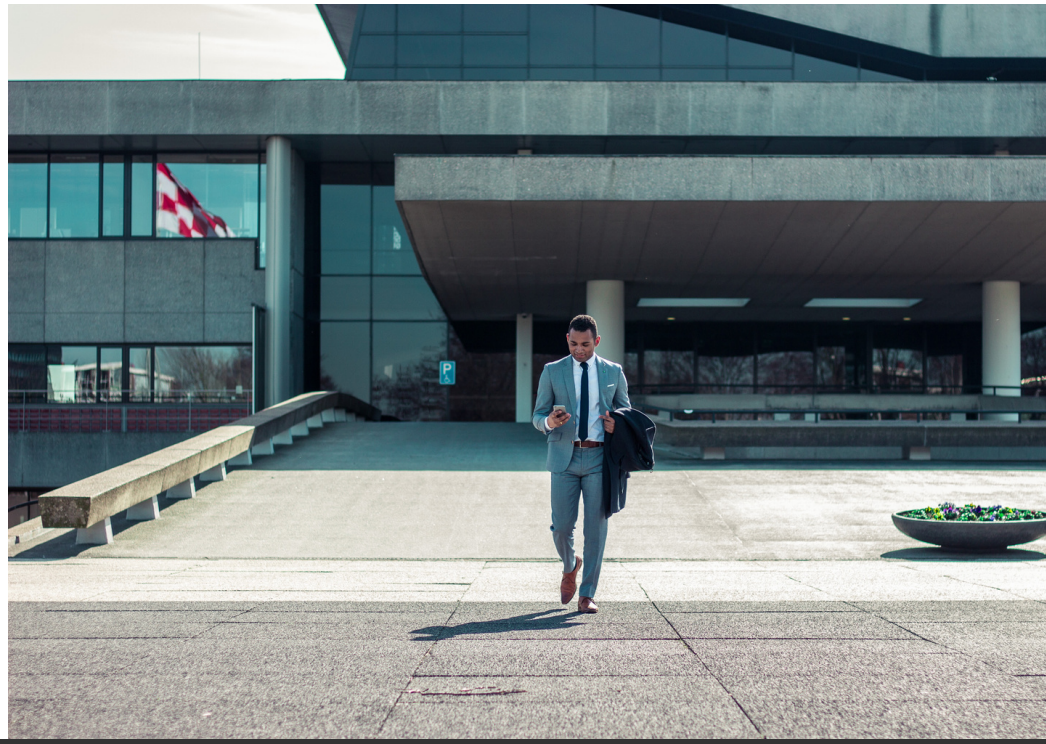
Once the final candidate is selected an offer must be made. The offer letter usually includes details regarding salary, conditions, benefits, start date, PTO, equity, responsibilities, etc. Part of the offer process will be negotiation, but if you make a fair and competitive offer, typically there is not much negotiation.

If you are hiring a candidate that is already gainfully employed they will need to notify their current employer of the new offer they have accepted. Some companies require 2 weeks notice while others require a much longer offboarding period, keep this in mind when choosing a start date with your candidate and be flexible.

You may also have to navigate and manage a counteroffer by a candidate's current employer. Counteroffers rarely work and are an attempt to keep a candidate from leaving. The one thing to consider when dealing with counteroffers is to ask a candidate what, if anything, has changed or will change in their current role if they accept a counteroffer?

Most often the frustrations or motivations why a candidate is considering a career move will not change, and they will just be paid a higher salary.

Often, around three months after a candidate accepts a counteroffer, the excitement of a salary increase will have diminished and all the problems and complications of the job will resurface. Counteroffers rarely work and their current employer now knows that they are disengaged.



The First 100 Days.

Onboarding begins the day that the offer letter is signed. Prior to the candidate starting, there should be constant and regular communication between the new hire and their direct manager or leadership counterparts. This will keep a candidate engaged prior to their start date, and mitigates the risk that the candidate may accept another offer.

After the first 100 days of onboarding a new candidate, you will know whether hiring this candidate was the right decision. Typically, it takes around 3 months for a candidate to become fully enmeshed in the culture, work, projects, teams, etc., and become comfortable with their new responsibilities. Check-in with the newly appointed candidate around the 100 day mark and gather feedback from other stakeholders within the organization.

These check-ins will help troubleshoot any challenges or issues that the candidate may be facing internally or externally. Discuss performance and any potential issues or obstacles and create a plan for moving forward.

Chapter 6:

Social Media and Technology

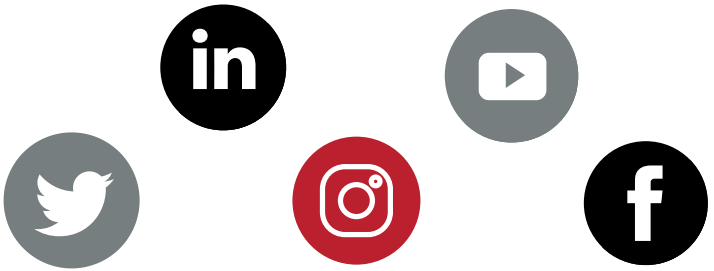
Both in-house talent acquisition teams and external search consultants use social media as a source to find candidates. It is important to check out a candidate's LinkedIn profile prior to speaking with them. This lets a candidate know that you are doing your due diligence to gather the baseline information about them. You have the option to connect with the candidate on LinkedIn as they begin the interviewing process. However, before you choose to connect with a candidate there are a few things to keep in mind:

- Will connecting with this candidate create challenges in the hiring and search process?
- Can connecting compromise the confidentiality of the role you are trying to fill?
- Will connecting compromise the integrity of the existing leadership team?
- Can connecting compromise the candidate's current job?
- Will you remain connected if they are withdrawn from the process and not a good fit?

Connecting or establishing a public relationship with a candidate in the beginning of the search process may cause more harm than good. Typically, checking out a candidate's profile on LinkedIn and social media is enough to let the candidate know that you are interested in them and curious about the value they can bring to the company and position.

The other important role that social media will play in the recruitment process for making strategic hires appears in a much later stage of the hiring process. Once you have decided on a finalist candidate, you will need to conduct a background check. Some background check companies will include a social media audit in their report. This is important because it will uncover deeper personal values a candidate may have not revealed.

In today's climate of social responsibility, diversity, inclusion and equity - it is critical for a company to set the expectation that senior executive leaders or team members publicly uphold the core values and standards of the company. If something problematic is spotted in a background check on a candidate's social media - give the candidate an opportunity to refute or explain this behavior. It is important to understand both the context but also the truth in what was published. Basing your final decision on a candidate should not depend entirely on social media - but it should be taken into consideration.



Recruitment Marketing.

Recruitment Marketing is the practice of using digital marketing channels such as social media, webpages, videos, etc., to articulate your Employer Value Proposition (EVP) to attract and educate candidates.

When a candidate is initially approached for a role or a phone screen interview, they will look at the company website to better understand the service, product, offering, team and values. Recruitment marketing landing pages can serve as talent magnets to attract candidates and support the emotional buy-in to your EVP when candidates are researching your company.

Companies can leverage website landing pages in your executive search and executive recruitment process as part of your recruitment marketing strategy. These landing pages should focus on articulating your brand, employer value proposition (EVP), benefits, corporate social responsibility (CSR), values, mission and more. By building out a landing page or a series of landing pages, you can better demonstrate these values and present it in a clear and interactive way to candidates.

Future talent is interested in working for companies with values that align with their personal values. All of these digital touchpoints and interactions can greatly increase a candidate's experience and help position your company as a more desirable place to work than competitors.

In Summary.

We place talent from all levels ranging from individual contributors and managers to C-suite executives and presidents. The companies we work with range from small startups to global leaders.

Finding the right employee will mean more for you professionally than any technology or widget out there. There is no better way to improve your top and bottom line than having the right people at the right time on your team. Using extensive market experience, our team of tenured recruiters empowers organizations to grow and succeed through hiring and retaining exceptional talent.

We understand the landscape, leaders, and the economic climate in each of our practice areas, giving us a recruiting advantage. We give our clients the leading edge to succeed in their marketplace by helping them retain the best talent in the industry.

About The Author.

Jeff Raymond
Founder

Jeff Raymond, President and Founder of Raymond Search Group is an industry-leading recruiter specializing in Construction, Real Estate, Engineering, Architecture, HVACR/R, Building Automation Systems, MEPF, and Manufacturing practices. He is known for delivering the top 5% of industry talent to his clients with an unmatched efficiency and network. Clients and candidates alike rely on Jeff for his recruiting expertise and industry insight.

Jeff earned his Bachelor of Science degree in Business Administration, Management and Operations from University of Massachusetts Lowell. He has a background in construction and is Procore certified in multiple areas. He is an active member of the Urban Land Institute, ASHRAE, the Institute of Refrigeration (IOR), and The OSHA Education Center Association.

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