

# **Talent Balancing**

## ***Staff Your Company for Long-Term Success***

# **STUDY GUIDE**



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# TALENT BALANCING STUDY GUIDE

## Overview:

This is a study guide for the book *“Talent Balancing – Staff Your Company for Long-Term Success”* by Jim Stedt - Praeger Publishers Westport, CT, a book on business management and staffing. This book, forms and checklists are based on practices that have been proven successful in actual business practice. It is not based on theories. All of the case examples are also based on real life experiences. The Talent Balancing study guide is broken down by individual chapters, with reading assignments, key lecture points, case examples for group discussions for the class, additional references, glossary of terms, chapter quizzes and a final exam.

## Talent Balancing Defined

The ability to balance the workload with the appropriate and competent staff. The objective is to be able to produce goods and services to meet corporate goals with a minimum number of employees working at the highest level of productivity. At the same time, employees need to be challenged, comfortable with their responsibilities, and capable of meeting their goals. Talent balancing is a dynamic process—it always involves a specialized methodology in recruiting staff with an eye toward balancing current and future capacity and goals. It also builds teams that stay together and continue to be very efficient and productive. Finally, talent balancing includes an effective management technique in order to keep the staff challenged and fulfilled.

## Talent Balancing Book Details:

- **Title:** *“Talent Balancing – Staff you company for long- term success”*
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## About The Author

JIM STEDT is founder and president of Hartley & Associates, a Southern California–based staffing, management, and recruitment consulting firm. For over 22 years he has advised both startups and established firms in all areas of staffing and related human resource issues. Previously, he held a variety of management positions in several companies, including Varian Associates, GTE, and Microdata and ACT. He has written a monthly column for MicroTimes magazine and has published a computer textbook, *Re-Organize*. He is the former president of Human Resources Independent Consultants Association and speaks to industry groups, colleges, and at networking workshops on management and recruiting strategies. Talk to the author at [jstedt@hartleyandassociates.com](mailto:jstedt@hartleyandassociates.com)

# Chapter 1: What Is Talent Balancing?

## Key Lecture Points:

- Six steps for Talent Balancing
  1. Ascertain your needs of your company
  2. Explore your hidden talent pool within your company
  3. Recruit what you need from the out side
  4. Build talent balancing into the recruiting process – Looking to the future
  5. Manage your talent (see Reality Management for additional details)
  6. Control costs and chaos with talent balancing

**Reading Assignment:** Pages 1-15

## Case Examples for Group Discussions:

### Case Example 1-1: Administrative Assistant in a Box – Page 7

An administrative assistant had been working for a company for over seven years. She started as an administrative assistant when she first came on board. She was in the same department, did the same work, and interfaced with the same people day after day. She supported technical writers and was taking college classes in tech writing and doing very well. When an opening came up for a junior tech writer, she applied. However, since she was always looked upon as an administrative assistant and the HR manager did not know she was taking classes, she was ignored. Management did not have the foresight to even let her go through the interview process. She was labeled, put in a box, and overlooked. Shortly afterward, she left the company to go to another organization that did hire her as a junior technical writer. After being there for over a year, she returned to the original company and took a new technical writer position that had opened up. Coming from the outside, everyone accepted her as a technical writer, forgetting that she used to be an administrative assistant. The only way she could get the position was to leave the company and come back.

- What are other examples of people that are “put in a box” and not allowed to try other things?
- Was there anything else that the Administrative Assistant could do?
- What was management’s mistake?
- What should have management done?

### Case Example 1-2: The Demoted Manager – Page 10

A new manager was brought in to take over for the current manager, who had been promoted from being an individual contributor into the manager's position, but apparently could not do the job. The company decided to demote the manager back to being an individual contributor and to look outside the company for a new manager. The HR department warned the incoming manager that the demoted manager might be difficult or become a troublemaker. After he came on board, the new manager met with the demoted manager. The first thing out of the demoted manager's mouth was, "Boy, I sure am glad you are here! I didn't know that being a manager meant doing so much paperwork and having to listen to all the staff's personal problems!" He turned out to be one of the biggest supporters of the new manager and never caused a problem.

- Name other reasons why promotions may not work?
- Should you (as a worker) demote yourself if you do not like the responsibilities?
- What other actions could the demoted manager do?

### Case Example 1-3: Balancing Talent with Workload – Page 12

A computer company in its third year of operation and second round of funding was looking for a component engineer, although they were not yet in production. They decided to engage a recruiting consultant to help fill the position. When asked by the consultant why they needed someone a full year before production was slated to begin, the hiring managers explained that they wanted someone to set up their drawings, create a component library, organize and file the drawings, establish component specifications and relationships with vendors, and then manage the transition into production. They were adamant that they needed a full-time person to begin immediately. An ideal candidate was found. In sixty days, he had all the prep work completed. After that, he sat in his office, attended staff meetings, and drank coffee. After ten months, with production delayed, the company ended up laying off this engineer. Moral of the story: If you do not have the work, do not hire! Keep your talent balanced with the workload. Hire and keep staff based upon ongoing, long-term needs.

- Give additional examples where there may not be enough work for long term employment
- What should management do to determine the length of a project?
- Is hiring a consultant for 3 months cheaper than hiring a full time person? If so, why?

### Case Example 1-4: Keeping Employees Informed – Page 19

A fast-growing company needed a method of keeping the employees up-to-date with the latest activities in the organization. They decided to have all-hands meetings. They would bring in lunch for everybody on the first Friday of every month. During lunch, they would have HR make announcements (HR always has something to address) and then the president would give a positive, informational, and short presentation on what was going on, new contracts, new developments, and so on. At the end of every fiscal quarter, management would hand out quality corporate giveaways, such as calculators, golf shirts, key chains, and so on, to all the employees after the meeting. This company also had a bonus program for all employees. Fifty percent of it was based on department or corporate objectives and the other fifty percent based on individual contribution. At the same time every year, the CFO would distribute all the checks at the end of the all-hands meeting in alphabetical sequence. As the individual employee received his or her check, the rest of the organization clapped and congratulated the staffer. Internal public relations was always at a high level and employees always felt they were part of a team and rewarded for their efforts

- Why is it important to keep employees informed?
- Why is “internal PR” important?
- How do you think the employees felt after something like this?
- How would you feel?
- What other ways are there to key employees informed?

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

1 - Which of the following is NOT one of the six talent balancing points?

- 
- A- Explore your hidden talent pool within your company
  - B - Recruit what you need from the out side
  - C - Build talent balancing into the recruiting process – Looking to the future
  - D - Give bonus parties every quarter
- 

2 - What is “Internal PR” and is it important?

3 - Can you control costs with Talent Balancing?

### ANSWERS: (in bold)

Which of the following is NOT one of the six talent balancing points?

- A - Explore your hidden talent pool within your company
  - B - Recruit what you need from the out side
  - C - Build talent balancing into the recruiting process – Looking to the future
  - D - Give bonus parties every quarter**
- 

1- What is “Internal PR” and is it important?

**Internal PR helps promote communications and knowledge among the employees and give them a feeling of working as a “team”**

2- Can you control costs with Talent Balancing?

Yes, by reducing turnover and headcount this should in turn increase profits

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## Chapter 1: (Continued) Reality Management

### Key Lecture Points:

These are the 12 steps of Reality management

1. Set the attitude
2. Communicate
3. Have a plan
4. Define staff and responsibilities
5. Provide the tools
6. Delegate and monitor
7. Handle change
8. Coach and mentor
9. Be honest
10. Be visible and approachable
11. Manage from respect
12. Maintain a sense of humor

**Reading Assignment:** Pages 16-26

### Case Examples for Group Discussions:

Case Example 1-5: Disseminate the Plan - Page 20

The president of a small division of a major aerospace firm is told by corporate that they are going to reorganize the division by product, in effect splitting them in two. Half will be moved down the road to a new facility and the other half will remain in their present facility. Instead of putting a plan together to do this and then disseminating it to the division, the president called an all-hands meeting and told everybody what was going to occur. When asked when it was going to happen, who was going to be affected, and how it was going to be handled, all he could say was, "I don't know." It took only a ten-minute meeting to scare or anger almost all of the employees of the organization. Many of those who had been there for a long, long time went home and wrote their resumes.

- Why is it important to have a plan?
- Do you think employees will know if there is not a corporate plan?
- What would you do if you attended this meeting?

Case Example 1-6: The Invisible President – Page 24

A small (staff of 50) start-up company had a president who rarely would come out of his office. Few saw him when he arrived in the morning and even fewer would see him leave at night. The rest of upper management suggested that they have a monthly all-hands lunch/meeting. The president would update the staff on news of the company, potential customers, new customers, and so on. Then they would serve the catered lunch. It was a great idea, except after the president gave his (always short) pitch, he would not take any questions, and would be first in line for the food. After loading up his plate, he would then go back to his office and eat by himself leaving the rest of the company downstairs. This is not a leader, and consequently the company eventually went bankrupt.

- What would you do different if you were the president?
- How would you feel if you were an employee of this company?
- What would be a better way to handle this monthly meeting?

### Case Example 1-7: A Sense of Humor – Page 25

The CEO of a multibillion dollar East Coast computer corporation was on an inspection tour of one of their facilities in California. Everyone in the facility was dressed up and there was a feeling of formality and stiffness in the air. When the CEO came out onto the production floor, everyone held their breath because they did not expect him to be out there. Since the CEO came up the ranks as an engineer himself, he wanted to see the hardware being built and tested. A young product manager boldly stepped up and started explaining the testing process. The CEO stared at the equipment and calmly asked “Why was the smaller printer faster than the larger printer?” The product manager thought for a second and quipped, “Since it is in a smaller space, the data wants to get out faster!” Everyone in the area laughed and all of a sudden you could feel them all relaxing. After that, the CEO took his coat off, sat on a computer table, and told stories of when he was an engineer. Later, the California facility heard from corporate that the CEO enjoyed his trip there best because the people there had a great sense of humor.

- Give an example of how having a sense of humor is good in business nowadays
- Is there any time when humor should not be used?
- Is humor good in business?

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

1- Which one of the following is NOT one of the 12 step to Reality Management

- 
- A - Define staff and responsibilities
  - B - Always laugh at the employees jokes
  - C - Provide the tools
  - D - Delegate and monitor
  - E - Handle change

2-Why is having a plan necessary?

3-Is it important to be visible to employees when you are a president? If so, why?

---

### ANSWERS: (in bold)

1 - Which one of the following is NOT one of the 12 steps to Reality Management?

- 
- A - Define staff and responsibilities
  - B - Always laugh at the employees jokes**
  - C - Provide the tools
  - D - Delegate and monitor
  - E - Handle change

2-Why is having a plan necessary?

**It is the only way to determine how many and what kind of full time/part time employees are needed**

3-Is it important to be visible to employees when you are a president? If so, why?

**Yes, the President/Owner must show the staff that they are concerned and available and approachable and one of the best ways to do it is to be visible.**

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## Chapter 2: Basics of Successful Recruiting

### Key Lecture Points:

- Communications Focal Point
- Creation of Staffing Plan
  - Know the industry
  - Know the company and its corporate culture
  - Find out the number of requisitions needed and types of openings
  - Know projected hire dates
  - Determine locations of hires
  - Determine recruiting budget
  - Implementation plan
  - Managing your time
  - Driving the process
  - Interviews
  - Negotiating the compensation package
  - Making the offer
  - New hire follow-up
- Salary Compression Issues

**Reading Assignment:** Pages 33 to 44

**Case Examples for Group Discussions:** None

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

- 1 - Which one of the following is NOT part of a Staffing Plan?
  - A - Knowing candidates to hire
  - B - Know the industry
  - C - Know the company and its corporate culture
  - D - Find out the number of requisitions needed and types of openings
  - E - Know projected hire dates
- 2 – Why is it important to have a staffing plan?
- 3- What is Salary Compression?
- 4- How do you solve Salary Compression issues?

### ANSWERS: (in bold)

- 
- 1 - Which one of the following is NOT part of a Staffing Plan?
    - A - Knowing candidates to hire**
    - B - Know the industry
    - C - Know the company and its corporate culture
    - D - Find out the number of requisitions needed and types of openings
    - E - Know projected hire dates

2 – Why is it important to have a staffing plan?

**A staffing plan will reveal how many people must be hired and when. It will also help determine the cost to hire and on going cost of new employees**

3- What is Salary Compression?

**Salary Compression occurs when the industry average salary rates are higher than you company. This happens because your company may not be giving yearly raises that are as high as the industry average.**

4 - How do you solve Salary Compression issues?

It is essential to monitor you industry salary ranges and put any of your employees who are under these ranges on a fast track to obtain parity with the industry.

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## Chapter 3: The Job Requisition

### Chapter 3: The Job Requisition

#### Key Lecture Points:

- Job requisition defined
- The importance of a job requisition
- The job requisition procedure
  1. Evaluate the need
  2. Create the job requisition
  3. Authorize the job requisition.
  4. Approve the job requisition.
  5. Open the requisition
  6. Perform the search or change the requisition
  7. Close the requisition
  8. Create pending requisitions

**Reading Assignment:** Pages 41 to 52

**Case Examples for Group Discussions:** None

- Review the sample Job Requisition Form #3-1

**Additional Reference:** Glossary of Terms

#### CHAPTER QUIZ:

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- 1- What is a Job Requisition?
- 2- Why is it important to have a Job Requisition form and procedure
- 3- Which of the following is NOT an important part of the Job Requisition Procedure?
  - A - Evaluate the need
  - B - Create the job requisition
  - C - Authorize the job requisition.
  - D - Approve the job requisition.
  - E - Open the requisition
  - F - File the Requisition

#### ANSWERS: (in bold)

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1- What is a Job Requisition?  
**It is the official document used to determine the exact time when the person will be hired, the salary range, who the person reports to and what (in detail) they will do.**

2- Why is it important to have a Job Requisition form and procedure  
**This will control the financial expenditure, the hiring process (and cost) along with making the corporate commitment to take the action to hire.**

3- Which of the following is NOT an important part of the Job Requisition Procedure?

A - Evaluate the need

B - Create the job requisition

C - Authorize the job requisition.

D - Approve the job requisition.

E - Open the requisition

**F - File the Requisition**

## Chapter 4: Managing the Hiring Managers

### Key Lecture Points:

- Create a joint ownership of the project
- With the hiring manager
- Interviewing the hiring manager
- The hiring manager and recruiter relationship
- Potential problems with the hiring manager
  - The hiring manager is too “busy” to interview
  - The hiring manager is waiting for the “perfect” candidate
  - The hiring manager has a hidden agenda
- Hiring manager communications

**Reading Assignment:** Pages 53 to 62

### Case Examples for Group Discussions:

#### Case Example 4-2: Hiring Manager with Racial Discrimination - Page 58

An order processing department needed five people to work on the new contract. The recruiter started the search and started to find qualified people almost immediately. As she sent the resumes to the hiring managers, she was very confused by the number being sent back marked “no interest.” The recruiter took the job description and resumes to the senior recruiter to see what she was doing wrong. The senior recruiter noticed that the only acceptable resumes had Asian names. The other recruiter replied that the hiring manager was a middle-aged Asian woman. The two recruiters decided to do an experiment. They took one of the early rejected resumes and changed the name to an Asian sounding name and re-submitted it. They made no changes to the resume content. Almost immediately the hiring manager requested to do a phone interview with the phony candidate. The discrimination problem was reported to HR management and they dealt with the problem.

- Was the Hiring Manager Wrong? If so, why?
- How can you (as a manager) be aware of this type of problem?

#### Case Example 4-3: The Young Hiring Manager- Page 58

The young hiring manager really needed to hire a new warehouse manager as soon as possible. The recruiter assigned to the search had come up with a few people who really looked good and passed the initial phone call interview. After several e-mails that were unanswered by the hiring manager, the recruiter took the resumes to the hiring manager’s office and was discussing them when the president came. The president looked at the resumes and said to the hiring manager, “This person really looks good. Interview him when you come back from your trip.” When he got back, the recruiter went to him to schedule the interview. “Oh, I met a person on the plane that knew the candidate and he said he was no good.” The recruiter asked who he was, and where they had worked together. The hiring manager did not know. The recruiter asked what was said about the candidate and when did it happen. The hiring manager said he could not remember. The recruiter went to the president with the story. The president told the recruiter to send all the candidates to one of the Board members for first interviews. The Board member found a good candidate. He would take him to the hiring manager and they would interview the applicant together. After a while, the new hiring manager learned how to interview and the selection was made.

- How important is it that a Hiring Manager knows how to hire?
- What should you look for in a Hiring Manager that is experienced in interviewing?

- How would YOU solve the problem of an inexperienced hiring manager?
- Review Managing the Hire Manager Checklist #4-1

**Additional Reference:** Glossary of Terms

**CHAPTER QUIZ:**

- 1 - What is a hiring Manager?
- 2 - Give two potential problem of a “problem” Hiring Manager
- 3 - How important is it to communicate with the Hiring Manager and why?

**ANSWERS: (in bold)**

- 1 - What is a hiring Manager?

**The Hiring Manager is the person who is the focal point for the interview and job offer process. They may not to be a “manager”, they may be a supervisor, but the new employee will report to this person.**

- 2 - Give two potential problem of a “problem” Hiring Manager

- **Does not know what they really want**
- **Does not have “time” to interview**
- **Looking for the “perfect” candidate**
- **Has a hidden agenda for NOT wanting to hire someone**
- **Does not know how to interview**

- 3 - How important is it to communicate with the Hiring Manager and why?

**Communications with the hiring manager is key because they are the only person who really knows what they need in a candidate. Without clear concise communications with the hiring manager time will be lost and staff will not be hired.**

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## Chapter 5: Job Descriptions and Salary Structures

### Key Lecture Points:

- The importance of the job description
- Basics of the creation of a job description
- Hidden job description information
- Salary structures and compensation programs
- Job descriptions and salary

**Reading Assignment:** Pages 63 to 70

### Case Examples for Group Discussions:

Case Example 5-1: The Short Job Description - Page 65

The hiring manager said he knew exactly what he wanted: a controller with five to seven years of experience with a public company, who made sure the financial statements were accurate and on time, and who worked well under pressure. It was a very short job description based on a three-minute phone call. The recruiter started the search and, after a while, came up with three resumes that met the terse job description. He sent them to the hiring manager who immediately wanted to start interviewing. After the third interview, the hiring manager was furious. "None of these people have Sarbanes-Oxley experience!" he yelled. The recruiter picked up the job description and said, "that's not in the job description!" The hiring manager replied, "Well, I thought you would just know that. It is the most important attribute!" The recruiter rewrote the job description and started the search from scratch; valuable time had been lost because of an incomplete job description and lack of communication.

- What is the importance of a complete job description?
- Who should be responsible for providing a complete job description?
- Should recruiting start before the job description is completed? Why or why not?
  
- Review Job description checklist Form 5-1

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

- 1 - What is a job Description?
- 2 - Why is it important?
- 3 - Who should be responsible for the job description?
- 4 - Why should the salary/compensation package be defined before an offer is made?

### ANSWERS: (in bold)

- 1 - What is a job Description?

**The job description defines EXACTLY what the hiring manager needs to complete the tasks of the corporation**

- 2 - Why is it important?

**Without a job description, it is impossible to hire the proper person.**

3 - Who should be responsible for the job description?

**The hiring manager, their boss and the HR staff should all be responsible.**

4 - Why should the salary/compensation package be defined before an offer is made?

**Three reasons are possible: 1) The Corporation should know what they will need to pay BEFORE the committing. 2) Salary compression issues may get some of your current staff upset if they find out that the new employees are being paid more than they are 3) the offer process will be slowed down if management has to stop to discuss it and the candidate may be lost**

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## Chapter 6: The Search

### Key Lecture Points:

- Creating the search plan
- Recruiting tools
- Hr resumes
- The search
- Internet recruiting

**Reading Assignment:** Pages 71 to 96

### Case Examples for Group Discussions:

#### Case Study 6-1: Two Successful High-Tech Searches - Page 89

The high tech recruiting firm had two very difficult searches. The first one was for three Cisco router technicians. They had to be “Cisco Certified” and reside near Austin, Texas. The second search was for a Software Certification Manager, another tough position to recruit. The recruiters were well trained in using the Internet for searching these challenging positions. After just two days of internet searching, they found a small association of certified Cisco technicians located right outside of Austin! Out of ten members in the association, three were recruited in short order. The other headhunter found an organization in Colorado that was created just for software certification and configuration management personnel. After posting a free ad, the recruiter got a resume from a very qualified applicant who lived only 10 miles from the client company. All the “tough” job openings were filled in a very short time frame.

- Is Internet recruiting a good way to find candidates?
  - Should you use Internet recruiting to find candidates?
  - Is Internet recruiting the ONLY “tool” to finding employees? What are others?
- 
- Review the search plan checklist Form 6-1

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

1- What is a Search Plan?

2- Which one of the below is NOT a recruiting tool?

- 
- A - Internet
  - B - Newspaper advertising
  - C - New computer
  - D - Talking to current employees
  - E - Using outside consultants and agencies
- 

3- Is it legal to ask current employees if they know anyone interested in the open jobs?

4- Is it ok to contact candidates (that did not accept you company’s job offers 6-months ago) and see if they are NOT interested?

---

**ANSWERS: (in bold)**

1- What is a Search Plan?

**The search plan defines how the recruit budget will be spent, where to look and what will be done to find the proper person.**

2- Which one of the below is NOT a recruiting tool?

---

A - Internet

B - Newspaper advertising

**C - New computer**

D - Talking to current employees

E - Using outside consultants and agencies

---

3- Is it legal to ask current employees if they know anyone interested in the open jobs?

**No, if they are happy with their job, they will volunteer names of anyone they think may qualify.**

4 - Is it ok to contact candidates (that did not accept you company's job offers 6-months ago) and see if they are NOT interested?

**Sure, they may not like the job that they took and your interview process would be 90% done if they were interested in the original job.**

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## Chapter 7: Resumes

### Key Lecture Points:

- The five-point resume quick checklist
  1. Title(s)
  2. Knowledge, background, and top three attributes (as defined by the hiring manager)
  3. Experience level
  4. Education and/or certification
  5. Special requirements such as travel or relocation
- Certifications
- Resume tracking and handling
- Calibration resumes'
- "Resume Avalanche" problem
- Communications

**Reading Assignment:** Pages 97 to 107

### Case Examples for Group Discussions:

#### Case Example 7-1: The Never-Changing Resume – Page 106

While some people are always changing their resumes, there are a few people who never change theirs. One recruiting firm has been getting the same resume from the same applicant for over seven years! It has never changed! The resume, which is in "letter" format, quotes from monthly publications that were produced in 1985 and 1998. He goes into great detail of the types of jobs that he does not want. He also takes a couple of paragraphs explaining why he is worth \$50,000/yr. In his industry, this salary would not be considered "low." The resume is never mailed or e-mailed, it is always hand delivered at the end of every year. No one in the company ever sees this person, but the resume is always found lying at the front door every year!

- What are three things to look for in a resume?
- How many resumes should you have?
- How important is an "up-to-date" resume?

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

1 - Which one of the following is NOT one of the five point resume checklist?

- 
- A - Knowledge, background, and top three attributes (as defined by the hiring manager)
  - B - Experience level
  - C - Education and/or certification
  - D - Current date
  - E - Special requirements such as travel or relocation
- 

2 - What is a "Calibration Resume"?

3 - What is a resume avalanche problem? How do you solve it?

4 - Should you have a procedure to handle resumes? How?

**ANSWERS: (in bold)**

1 - Which one of the following is NOT one of the five point resume checklist?

---

A - Knowledge, background, and top three attributes (as defined by the hiring manager)

B - Experience level

C - Education and/or certification

**D - Current date**

E - Special requirements such as travel or relocation

---

2 - What is a “Calibration Resume”?

**A “calibration resume” is one of the first resumes sent to the hiring manager from the recruiter to see if they are “going the right direction”**

3 - What is a resume avalanche problem? How do you solve it?

**The resume avalanche problem is when you get more resumes that you can handle or read in a short period of time.**

4 - Should you have a procedure to handle resumes? How?

**Yes, by using the quick 5 point review process and filing them in the YES, NO and MAYBE categories.**

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## Chapter 8: The Interview

### Key Lecture Points:

- Interview Preparation
- Evaluation Form
- The Interview Package
  - Interview Schedule Form (see Form 8-1)
  - Job Description (see chapter 5)
  - Applicant's resume
  - Evaluation Form (see Form 8-2)
  - Application and related documents
- Sample Interview Questions
- Questions You Cannot Ask
- Evaluating the Results

**Reading Assignment:** Pages 109 to 122

### Case Examples for Group Discussions:

Case Example 8-1: Saving a Bad Interview - Page 109

The company wanted three people supporting three different areas but did not have enough work for full-time. The recruiter found a great candidate who could handle all three areas and was a great people person. But there was a problem, because the candidate was scared of interviewing. The recruiter tried to coach the candidate before the fateful day, but the interview was a disaster. The recruiter remembered that this candidate always did better if he had a second interview. After numerous telephone calls, the company reluctantly agreed to bring him in again. The second interview went great because the candidate felt more relaxed. He was hired and ended up being one of their best and most productive employees.

- Have you ever been nervous at an interview? What happened?
- Is it OK to have a 2<sup>nd</sup> or 3<sup>rd</sup> interview?
- How would you feel if you were invited back for another interview after a bad interview?

Case Example 8-2: The Badly Treated Candidate - Page 118

The candidate was not overly thrilled to be scheduled for a 4:45 interview on a Friday, but he was glad to get it. He got to the company at 4:40 and told the receptionist who he was supposed to see and she called the secretary to announce his arrival. It was now 5:00 and most of the company was filing out and leaving for the weekend. By 5:20 the receptionist cleaned up her area and told the candidate that she was sure they would be out to see him any minute. By 5:40 the candidate was not sure what to do; it appeared that most of the organization was gone and there was no active phone in the lobby. At 5:50 the director stuck his head into the lobby and asked the applicant if he was there for the interview. "Yes, I am", he replied. "I am sorry. My secretary is mad at me and didn't tell me you were here!" After that, the candidate had no interest in working for a company that treated him like that.

- How would you feel if you were the candidate?
- What should have the company done?
- Would you work for a company that treated you like that?

### Case Example 8-3: Strange Reasons for Eliminating Candidates - Page 120

Some hiring managers have strange reasons for eliminating candidates. One hiring manager refused to see the applicant because she was fifteen minutes late. Her valid excuse of an accident on the freeway fell on the deaf ears of the hiring manager. In another situation, the hiring manager was not interested in the applicant because he had his initials on the sleeves of his white dress shirt. "Anyone with a big 'ego' like that will never work for me!" yelled the hiring manager. And, finally, an HR manager dismissed the administrative assistant candidate because "She blinked too much! I think she was trying to hide something," she said. Further investigation revealed that the candidate had just gotten contacts and her eyes were still getting used to them.

- Do you think the candidate should have been eliminated?
  - What other strange reason would keep employers from hiring otherwise, good candidates?
  - What IS important during an interview?
- 
- Review Interview Schedule form - Form 8-1
  - Review Interview Evaluation Form - Form 8-2
  - Review The Rejection Letter – Form 8-3

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

1- Which one of the following is NOT part of an Interview Package?

---

- A - Interview Schedule Form
  - B - Job Description
  - C - Applicant's resume
  - D - School records
  - E - Evaluation Form
  - F - Application and related documents
- 

2 - Give three typical questions to ask during an interview

3 - Give three questions that you CANNOT ask during an interview?

4 - Who should do the final interview evaluation?

### ANSWERS: (in bold)

1- Which one of the following is NOT part of an Interview Package?

---

- A - Interview Schedule Form
  - B - Job Description
  - C - Applicant's resume
  - D - School records**
  - E - Evaluation Form
  - F - Application and related documents
- 

2- Give three typical questions to ask during an interview

- **What motivates you?**
  - **How well do you take direction?**
  - **How do you handle criticism?**
  - **Do you enjoy doing routine tasks?**
  - **What is your management style?**
  - **How do you work in a team?**
  - **How do you approach a typical project?**
  - **How do you operate under stress?**
- 
- **How creative are you?**
-

- How do you get the best from people?
- How do you resolve conflict in your team?
- What would your boss or coworkers say about you?
- What do you dislike most at work?
- Why have you been with your present employer so long short a time?
- If applicable, why have you had so many jobs in such a short time?
- What are your most significant achievements?
- If you could start again, what career decisions would you make differently?
- Do you consider that your career so far has been a success?
- How long would it take you to make a useful contribution to this company?
- What do you think are the key trends in this industry?
- Describe a situation that, in hindsight, you could have handled better
- What sort of decisions do you find difficult to make?
- Describe a situation in which your work was criticized
- What sort of people do you find it difficult to work with?
- How much do you think you're worth?
- Does this job sound interesting to you?
- What appeals to you most about this job?
- What appeals to you least about this job?
- How would you feel about assisting other departments on short-term projects?
- How do you think you will fit in here?

3 - Give three questions that you CANNOT ask during an interview?

- Age
- Citizenship/national origin
- Race/color
- Gender/marital status
- Children/childcare
- Physical, health, or mental disability
- Religion/creed
- Residence ownership
- Military service
- Organizations/societies/activities (outside of professional associations)
- Height/weight

4 - Who should do the final interview evaluation?

**The hiring manager, their boss and HR management**

---

## Chapter 9: The Job Offer

### Key Lecture Points:

- Communications BEFORE the offer
- The offer letter
- At-will employment
- Drug testing
- Checking of references
- Final internal signatures sign-off
- The verbal phone offer
- The offer package
- Negotiation
- Rejection
- Backup candidates
- Acceptance
- Delays and last-minute problems
- Communications AFTER the offer

**Reading Assignment:** Pages 123 to 142

### Case Examples for Group Discussions:

Case Example 9-1: Indirect Reference Information – Page 128

The search for a customer service manager was almost over. The interviews went well but the references could never be fully checked out because some of the people could not be contacted. The HR manager decided to authorize an offer letter and sent it to the president for final approval. When the president got the offer package, he called the HR manager and asked to see the candidate's resume. After reviewing the resume, the president informed the HR manager that he had known this person from another company, and he had not achieved half of the accomplishments that he claimed he had. When questioned about references, the HR manager admitted that he had not contacted anyone because they were all out of town or never returned his phone calls. The candidate ended up with a rejection letter instead of an offer and a lot of problems were averted.

- Why are references necessary?
- Should you hire someone with questionable references? Why not?
- Who should make the final hire/not hire decision?

Case Example 9-2: Impressing the Candidate - Page 132

The hiring manager really wanted to get the IS Manager he had been interviewing on board as soon as possible. The candidate was a real superstar who had exactly what the company needed. He knew that the candidate had at least two other offers and was waiting for a third. He wanted to do something unique to impress the candidate and get him to join the company. The hiring manager remembered that the candidate had a "courtesy interview" with the president of the company. He asked the president if he would make the phone call offer. The president agreed and the candidate was so impressed that he was called directly by the president of the company, he accepted the offer over the phone and started two weeks later. To this day he has been a superstar employee.

- Why is it important to make the candidate feel good?
- How would you feel if you got a call from the president for a job offer?
- What would you do to impress a candidate?

Case Example 9-3: The Candidate Who Got Away - Page 135

The candidate accepted the job offer for the senior sales position and was supposed to start in two weeks. The search was very difficult because the industry was booming and good quality people were hard to find. The interview process was fast, but complex, and negotiations took longer than normal. After the signed offer letter was received, no one from the hiring company contacted the candidate; they just assumed that she would show up for work in two weeks. Unbeknownst to the new company, the candidate was contacted by a competitive company on the Friday before the Monday start date. She actually was interviewed over the weekend. She accepted the new offer and started that Monday at the competitor. It took the first company four days to catch up with her and find out what happened.

- Why is it important to keep in contact with the candidate AFTER the offer has been accepted?
  - How often should you contact the candidate?
  - How would you feel if you were the candidate?
- 
- The Job Offer Package Checklist - Form 9-1
  - Reference Check Form - Form 9-2
  - Job Offer Letter Sample - Form 9-3
  - Job Acceptance Letter Sample - Form 9-4

**Additional Reference:** Glossary of Terms

#### **CHAPTER QUIZ:**

- 1 - What is "At-Will" employment?
- 2 - Why is it important to make a phone offer AND formal offer?
- 3 - What are "backup candidates" and why is it important to have them?
- 4 - Why is it important to communicate with the candidate AFTER the offer and BEFORE the day they start?

#### **ANSWERS: (in bold)**

- 1 - What is "At-Will" employment?  
**At-Will allows the employer to fire an employee with or without any reason, at any time.**
  - 2 - Why is it important to make a phone offer AND formal offer?  
**The phone offer will let you know as soon as possible if the candidate will accept the offer. The formal offer will verify the details of the hire are verified.**
  - 3 - What are "backup candidates" and why is it important to have them?  
**Backup candidates are candidates that you interviewed and come in second to the candidate that you made an offer. If the candidate that accepted the offer does not show up for work, you can go back to the backup candidates and not lose time starting the recruiting search over again.**
  - 4 - Why is it important to communicate with the candidate AFTER the offer and BEFORE the day they start?  
**To make sure that the candidate is still excited about the job and is not going to continue to look for anything "better". It also makes them feel special and wanted**
-

## Chapter 10: New Hires and Recruiting Metrics

### Key Lecture Points:

- Preparing for the new employee
- Additional support materials
- Welcoming the new employee
- Monitoring the new employee
- Cost-to-hire calculations and
- Recruiting statistics

**Reading Assignment:** Pages 142 to 151

### Case Examples for Group Discussions:

Case Example 10-1: Taking Care of the New Hire – Page 143

It was very difficult to find a high-caliber program manager, so after one was finally discovered and brought on board, the recruiter called the newly hired employee about a week after he arrived to see how he was doing in the new position. The new employee said, “Well, I am thinking of leaving! I have a bad cold and asked for the air conditioning vent to be shut three days ago and it is still open, so I’m leaving!” The recruiter immediately called the hiring manager and reported the problem. He said, “Yes, I do remember him asking and I completely forgot about it. I will take care of it right now!” He did and when the recruiter called back next day, the new employee was happy and content, and, in addition, becoming very productive, according to the hiring manager.

- What would you do if you were the new hire?
  - What would you do if you were the hiring manager?
  - Is having “happy employees” really important?
  - What would bother you if you started a new job?
- 
- Review New Hire Checklist Form 10.1

**Additional Reference:** Glossary of Terms

### CHAPTER QUIZ:

- 
- 1 - Name four things you should have ready for the new hire?
  - 2 - Define the term “cost-to-hire”?
  - 3 - Why should you measure your recruiting statistics?
- 

### ANSWERS: (in bold)

- 
- 1 - Name four things you should have ready for the new hire?
- 

- Workplace area
  - Business Cards
  - Temporary Badge
  - Work Area Ready
  - Work Area Stocked
  - Computer and Passwords
  - Notebook Computer, PDA, Pager
  - Phones—Landline and Cell Phones
-

- Map of facility (coffee, bathrooms, area printers, location of other workers, etc.)
  - Corporate organizational charts
  - List of weekly meetings they will be attending
  - Schedules of status report deadlines, monthly meetings, and so on
  - Product manuals
  - Corporate and product collateral
  - Employee handbook
  - Parking pass/validation/parking lot map/assigned parking information
  - Copy of employee referral program
- 

2 - Define the term “cost-to-hire”?

**The “cost-to-hire” is the amount of money it took to hire a person for a particular position. Cost include, advertising, outside services, internal cost and any moving expenses.**

3 - Why should you measure your recruiting statistics?

**Measuring recruiting statistics is a good way to help to investigate any additional methods to help reducing the costs.**

---

## FINAL EXAM

- 1 - Which of the following is NOT one of the six talent balancing points?
  - A - Explore your hidden talent pool within your company
  - B - Recruit what you need from the out side
  - C - Build talent balancing into the recruiting process – Looking to the future
  - D - Give bonus parties every quarter
  
- 2 - Which one of the following is NOT one of the 12 steps to Reality Management?
  - A - Define staff and responsibilities
  - B - Always laugh at the employees jokes
  - C - Provide the tools
  - D - Delegate and monitor
  - E - Handle change
  
- 3 - Which one of the following is NOT part of a Staffing Plan?
  - A - Knowing candidates to hire
  - B - Know the industry
  - C - Know the company and its corporate culture
  - D - Find out the number of requisitions needed and types of openings
  - E - Know projected hire dates
  
- 4 - Which of the following is NOT an important part of the Job Requisition Procedure?
  - A - Evaluate the need
  - B - Create the job requisition
  - C - Authorize the job requisition.
  - D - Approve the job requisition.
  - E - Open the requisition
  - F - File the Requisition
  
- 5 - Which one of the below is NOT a recruiting tool?
  - A - Internet
  - B - Newspaper advertising
  - C - New computer
  - D - Talking to current employees
  - E - Using outside consultants and agencies
  
- 6 - Which one of the following is NOT one of the five point resume checklist?
  - A - Knowledge, background, and top three attributes (as defined by the hiring manager)
  - B - Experience level
  - C - Education and/or certification
  - D - Current date
  - E - Special requirements such as travel or relocation
  
- 7 - Which one of the following is NOT part of an Interview Package?
  - A - Interview Schedule Form
  - B - Job Description
  - C - Applicant's resume

(Continued...)

- D - School records
- E - Evaluation Form
- F - Application and related documents

- 8 - What is "Internal PR" and is it important?
  - 9 - Why is it important to have a staffing plan?
  - 10 - What is Salary Compression?
  - 11 - What is a Job Requisition?
  - 12 - What is a hiring Manager?
  - 13 - What is a Search Plan?
  - 14 - What is a "Calibration Resume"?
  - 15 - Give three typical questions to ask during an interview
  - 16 - Give three questions that you CANNOT ask during an interview?
  - 17 - What is "At-Will" employment?
  - 18 - What are "backup candidates" and why is it important to have them?
  - 19 - Name four things you should have ready for the new hire?
  - 20 - Define the term "cost-to-hire"?
- BONUS QUESTION: Define "Talent Balancing"

## FINAL EXAM ANSWERS (In Bold)

- 1 - Which of the following is NOT one of the six talent balancing points?  
A - Explore your hidden talent pool within your company  
B - Recruit what you need from the out side  
C - Build talent balancing into the recruiting process – Looking to the future  
**D - Give bonus parties every quarter**
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A - Interview Schedule Form  
B - Job Description  
C - Applicant's resume  
(Continued...)

**D - School records**

E - Evaluation Form

F - Application and related documents

8 - What is "Internal PR" and is it important?

**Internal PR helps promote communications and knowledge among the employees and give them a feeling of working as a "team"**

9 - Why is it important to have a staffing plan?

**A staffing plan will reveal how many people must be hired and when. It will also help determine the cost to hire and on going cost of new employees**

10 - What is Salary Compression?

**Salary Compression occurs when the industry average salary rates are higher than you company. This happens because your company may not be giving yearly raises that are as high as the industry average.**

11 - What is a Job Requisition?

**It is the official document used to determine the exact time when the person will be hired, the salary range, who the person reports to and what (in detail) they will do.**

12 - What is a hiring Manager?

**The Hiring Manager is the person who is the focal point for the interview and job offer process. They may not to be a "manager", they may be a supervisor, but the new employee will report to this person.**

13 - What is a Search Plan?

**The search plan defines how the recruit budget will be spent, where to look and what will be done to find the proper person.**

14 - What is a "Calibration Resume"?

**The "calibration resume" is one of the first resumes sent to the hiring manager from the recruiter to see if they are "going the right direction"**

15 - Give three typical questions to ask during an interview

- **What motivates you?**
- **How well do you take direction?**
- **How do you handle criticism?**
- **Do you enjoy doing routine tasks?**
- **What is your management style?**
- **How do you work in a team?**
- **How do you approach a typical project?**
- **How do you operate under stress?**
- **How creative are you?**
- **How do you get the best from people?**
- **How do you resolve conflict in your team?**
- **What would your boss or coworkers say about you?**
- **What do you dislike most at work?**

(Continued...)

- Why have you been with your present employer so long short a time?
- If applicable, why have you had so many jobs in such a short time?
- What are your most significant achievements?
- If you could start again, what career decisions would you make differently?
- Do you consider that your career so far has been a success?
- How long would it take you to make a useful contribution to this company?
- What do you think are the key trends in this industry?
- Describe a situation that, in hindsight, you could have handled better
- What sort of decisions do you find difficult to make?
- Describe a situation in which your work was criticized
- What sort of people do you find it difficult to work with?
- How much do you think you're worth?
- Does this job sound interesting to you?
- What appeals to you most about this job?
- What appeals to you least about this job?
- How would you feel about assisting other departments on short-term projects?
- How do you think you will fit in here?

16 - Give three questions that you CANNOT ask during an interview?

- Age
- Citizenship/national origin
- Race/color
- Gender/marital status
- Children/childcare
- Physical, health, or mental disability
- Religion/creed
- Residence ownership
- Military service
- Organizations/societies/activities (outside of professional associations)
- Height/weight

17 - What is "At-Will" employment?

**The "At-Will" clause allows the employer to fire an employee with or without any reason, at any time**

18 - What are "backup candidates" and why is it important to have them?

**Backup candidates are candidates that you interviewed and come in second to the candidate that you made an offer. If the candidate that accepted the offer does not show up for work, you can go back to the backup candidates and not lose time starting the recruiting search over again.**

19 - Name four things you should have ready for the new hire?

- Workplace area
  - Business Cards
  - Temporary Badge
  - Work Area Ready
  - Work Area Stocked
  - Computer and Passwords
- (Continued...)

- Notebook Computer, PDA, Pager
- Phones—Landline and Cell Phones
- Map of facility (coffee, bathrooms, area printers, location of other workers, etc.)
- Corporate organizational charts
- List of weekly meetings they will be attending
- Schedules of status report deadlines, monthly meetings, and so on
- Product manuals
- Corporate and product collateral
- Employee handbook
- Parking pass/validation/parking lot map/assigned parking information
- Copy of employee referral program

20 - Define the term “cost-to-hire”?

**The “cost-to-hire” is the amount of money it took to hire a person for a particular position. Cost include, advertising, outside services, internal cost and any moving expenses.**

**BONUS QUESTION: Define “Talent Balancing”**

The ability to balance the workload with the appropriate and competent staff. The objective is to be able to produce goods and services to meet corporate goals with a minimum number of employees working at the highest level of productivity. At the same time, employees need to be challenged, comfortable with their responsibilities, and capable of meeting their goals. Talent balancing is a dynamic process—it always involves a specialized methodology in recruiting staff with an eye toward balancing current and future capacity and goals. It also builds teams that stay together and continue to be very efficient and productive. Finally, talent balancing includes an effective management technique in order to keep the staff challenged and fulfilled.

## GLOSSARY OF TERMS FOR TALENT BALANCING

**Anchor search:** The anchor search is a method of finding hidden words that are written inside a corporate Web page. This may include some revealing words as part of the address. An example would be “view resumes.” See chapter 6.

**“At-Will” clause:** An employment relationship agreement adopted by companies in which either party (employee or employer) can terminate the employment relationship at any time, for any reason that is permitted by law, with no liability. See chapter 9.

**Blogs/blogging:** A journal (personal, corporate, political, topical, educational, legal, etc.) that is available on the Web. Derived from “Web log.” The person who keeps a blog is a “blogger.” The term “blogging” is defined as the activity of updating a blog. Blogs are typically updated daily using software that allows people with little or no technical background to update and maintain the blog on a website. See chapter 6.

**Boolean logic:** Boolean logic is a form of algebra in which all values are reduced to either TRUE or FALSE. Boolean logic is used for Internet searches because it fits nicely with value searches. Another way of looking at it is that each search variable has a value of either TRUE or FALSE. See chapter 6.

**Calibration resumes:** The first few acceptable resumes that the recruiter sends to the hiring manager are called calibration resumes. These resumes are designed to find out if the search is on the right track. See Chapter 7

**Chain reaction turnover:** Chain reaction turnover occurs after layoffs, when employees become nervous and scared and leave the company. They go out and look for new jobs, expedite their retirement, go into business for themselves, or get out of the industry. Be aware that ninety days after your planned ten percent layoff, you could be looking at the reality that twelve to fifteen percent of the staff has actually left due to chain reaction turnover. See chapter 1.

**Contingency search:** Contingency search firms will charge anywhere from ten percent to forty percent of the first year’s compensation. Payment is only made after the applicant is hired. See chapter 1.

**Contract recruiting:** Hiring an outside company that provides recruiting services based on an hourly payment basis. See chapter 6.

**Corporate culture:** Corporate culture is the personality of a company. Some corporate cultures can be expressed in their mission statements or company goals. Corporate culture is the company’s ethics, core values, and beliefs. It is how management treats the employees and how the employees treat each other. Fitting into the corporate culture is one of the most important aspects of hiring. See chapter 1.

**Cost-to-hire:** Calculations to determine the exact cost to hire an individual or group of individuals. Typical expenditures include those for advertising, job fairs, open house, Internet costs, and outside recruiter costs. See chapter 10.

**Creeping job description:** Creeping job description usually occurs when the hiring manager slowly realizes that there are different or new job requirements needed for the position than he or she originally thought. As a result, job descriptions are usually rewritten. See chapter 4.

**Drill downs:** To dive into the Internet when looking for information needed to assist in finding recruiting information. See chapter 6.

**Employee referral programs:** Special internal programs in which companies reward their employees for providing referred individuals for open positions within the company. See chapter 6.

**Flipping:** Flip searching allows you to find Internet Web pages that are linked to a certain website. The concept is that the employees of a targeted company will have their resume linked to their employer's website. See chapter 6.

**Hall talk:** Useful information about the company's products, services, operations, or past that is not written down but only available by people talking informally. See chapter 1.

**Hiring manager:** The person who will be the direct supervisor and will eventually manage the employee for the open position. See chapter 1.

**Hiring probability:** The chances (represented as a percentage) of hiring a candidate as you go through the hiring process. See chapter 10.

**Keyword searching:** Using unique words that would be found in resumes of candidates during the search. See chapter 6.

**Outplacement:** The process of assisting unemployed individuals in finding new positions through specialized consulting. This includes, but is not limited to; resume rewrites, career coaching, practice interviews, and assistance in finding appropriate companies. See chapter 6.

**Passive candidates:** Candidates who are not actively seeking employment and typically do not have resumes on the Internet. See chapter 2.

**Peeling:** Peeling is used to back out of a website location with an address that may be very long and you need to "peel back" until you get to another location you are looking for. See chapter 6.

**Pending requisitions:** Any requisition that has not been approved, but is pending approval. See chapter 3.

**Proactive recruiter:** The proactive recruiter seeks out applicants and drives every step of the process to its ultimate conclusion. They even look for people who are not actively looking for a job or have their resumes posted on the Internet or are sending out resumes. See chapter 2.

**Reactive recruiter:** The reactive recruiters only respond when resumes come to them. They usually do not drive the process; they just forward the resumes and wait for a response. The resume flows into the HR department and is redirected to the proper hiring manager who in turn reviews it and either contacts the candidate for an interview or passes on it. If the hiring manager is too busy, the resumes stack up and may or may not be read. The recruiter will not get involved again until the candidate is scheduled for an interview. See chapter 2.

**Reality Management:** A twelve-step management program that is used in conjunction with talent balancing in order to manage the company, retain key employees, increase sales, and grow the organization. See chapter 1.

**Recruiting metrics:** Measurements of staffing activity in order to determine effective strategies. See chapter 10.

**Sourcing:** The process of using candidates as a source of additional recruiting activity. See chapter 6.

**Resume avalanche:** The problem of large quantities of resumes arriving in a short period of time and not being able to handle them. See chapter 7.

**Retained search:** Recruiting service in which an outside firm is paid a flat fee for finding qualified candidates. Commonly used when searching for upper management or hard to find professionals. See chapter 6.

**Salary compression:** Salary compression occurs when the industry increases salaries and a company does not. A three or four percent increase per year for the company's annual increase may be less than what the industry has been increasing. See chapter 2.

**Salary sticker shock:** When the employer finds out that the industry is now paying much more for their position than they are paying. See chapter 5.

**Staffing measurements:** Methods used to measure cost-to-hire, such as total hours worked, average hours per invoice, average hours per week, total staff hired, total increase in salary overhead, cost-to-hire percentage, number of hours per hire, time to staff, turnover, and/or any other statistics used for staffing. See chapter 6.

**Talent balancing:** The ability to balance the workload with the appropriate and competent staff. The objective is to be able to produce goods and services to meet corporate goals with a minimum number of employees at the highest level of productivity. At the same time, employees need to be challenged, comfortable with their responsibilities, and capable of meeting their goals. Talent balancing is a dynamic process—it always involves a specialized methodology in recruiting staff with an eye toward balancing current and future capacity and goals. It also builds teams that stay together and continue to be very efficient and productive. Finally, talent balancing includes an effective management technique in order to keep the staff challenged and fulfilled. See chapter 1.

**Temp to perm:** Also known as “try before you buy.” hiring an applicant on a temporary basis for a set time frame in order to see if he or she can do the work. If the work is acceptable, the person will be hired on a permanent or full-time basis. See chapter 1.

**X-raying:** Finding all pages that are attached to a particular website. Searching Internet pages inside a website. Especially useful for searching universities and other organizations that might have resumes posted on site. See chapter 1.

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Hartley & Associates  
1740 East Garry Ave. - Suite 230 Santa Ana, Ca 92705 USA  
PH 949-476-8656 FAX 949-476-9225 www.HartleyAndAssociates.com