

Find the Right Competence for Your Team

The wrong candidate cost you more than his salary

htc-network specializes in the identification and qualification of senior managers as well as specialists in the high-tech industry.

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Professional recruitment consulting is based on an intense assessment combined with high transparency to all sites: candidates and customers.

The problematic nature of recruitment <source DDI>:

- Four out of five companies have problems in identifying and retaining suitably qualified specialists and management.
- Approximately 50 percent of all executives fail within the first 2 years of starting a new job.
- Less than half of all high-tech companies have a clearly defined process to identify and develop talents.

The standard response to this challenge:

Recruiting service starts with the definition of customers needs, followed by the identification, the qualification process and finally the selection process in cooperation with candidates and clients. This brings us to the first question of any search:

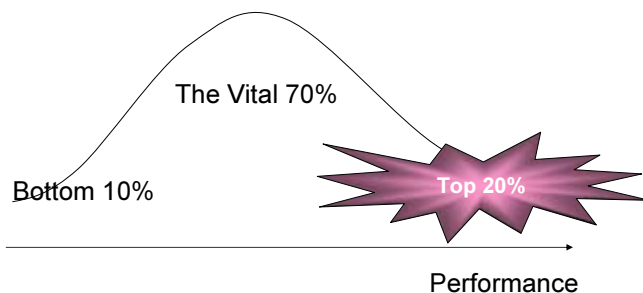


Figure 1: Performance distribution

Who are the right candidates?

It is not a question of finding the best person for the job, but the right one – someone who is the perfect fit for the company, and its culture. This is why the quality of the identification and assessment process is so important in the search to fill an executive or specialist position.

The first step: Ensure the recruiter fully understands the profile of the candidate, the client really needs. Sometimes the search profile is radically different from the original brief – we work with our clients to insure, that we get this right upfront.

The profile of each open position should include personality, job specific experience and management competence defined in close cooperation with the client.

How do we find the right candidates?

Managers and specialists are usually identified via Career Networks

(Monster, Stepstone,.....) Open Networks (openBC, LinkedIn,.....) and preferable an established network of the recruiter or the "Direct Search". Professional consulting will focus on individual consultation, rather than simply screening a range of candidates who might be the right match and supply CV's of those, who are currently available.

The search should not only address candidates with the best fit for the job but more important those, who have the right chemistry to work successfully with their peers and managers, and to fit in with the company culture. htc-network is able to offer this value-add since our team is led by executives, who have enjoyed successful careers in the high-tech industry, and can therefore draw on their own experience in helping to assess companies needs, and the suitability of potential candidates for new openings.

Qualification of the right candidates

An intensive qualification process consists of structured and non-structured interviews covering each candidate's background and personality, their professional career and aspirations, their management potential – including job-specific competency tests – and a candidate presentation.

However, even the most thorough assessment by a third-party recruiter is no match for the subjective appraisal by the person, who will become the new employee's direct supervisor. To address this need, htc-network has developed the unique Candidate Video-CD. This CD enables all people, who are involved in the decision-making process, to make an individual assessment of candidates suitability for the position. Since our candidates are presented on a Video-CD, each decision-maker can review individual candidates suitability at a time convenient to them, without having to schedule a full day of qualification interviews. No other recruitment consultancy offers this transparency.

Of course the candidate will also receive his own personal Candidate Video-CD after the interviews. This will give him an excellent opportunity to review his performance during htc's assessment and learn from it.

Documentation:

Each Candidate Video-CD contains Video files of all interviews (complete – not modified or cut) :

1. Interview focused on the candidates CV and biography
2. Interview examining the individuals experience and competence for the role, including job specific tests
3. The candidate presentation.

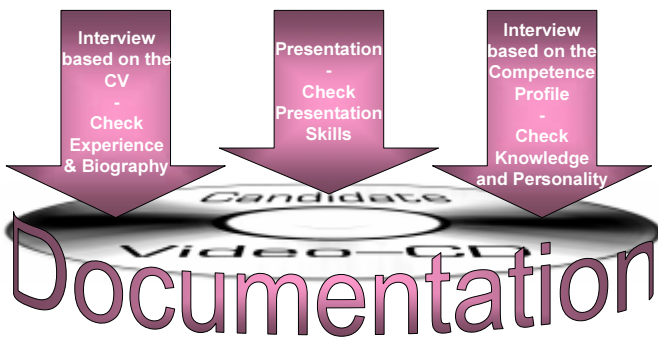


Figure 2: The 3 major elements of a qualification/assessment process

Our Candidate Video-CD provides htc-network clients with decisive advantages, especially as it allows hiring managers to examine how candidates present themselves. Our interview process, with questions asked by an experienced consultant from within the industry, is more intensive than a round of face-to-face interviews. Our Video-CD ensures that all participants in the decision-making process can see how candidates perform in the same interview situation, which is much more objective than individual, subjective interviews. The interviewer will avoid potential observation mistakes like:

- First impression
- Selective observation
- Prejudice
- Projection
- Contrast effects
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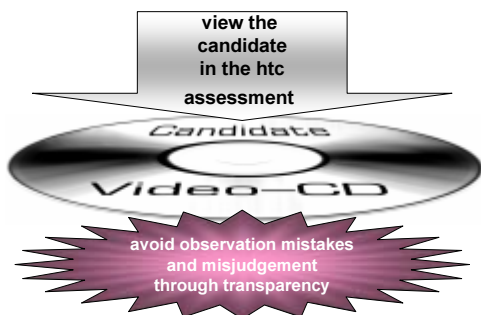


Figure 3: View the candidate in the htc-assessment

Video files are compatible with all Windows PCs and do not require the installation of any additional software. Video clips also give interviewers the chance to study candidates more intensively, as individual sections can be replayed – something that is simply not possible in an individual interview, but is of great benefit, because even the most experienced interviewer can sometimes miss a clue during a face-to-face interview.

Questions and answers on the htc-network consulting process:

- Why should a manager take the effort to preview his candidate 2 hours on the CD ?
 - o We recommend to have a quick check, based on time points we set during the interview. In case the candidate is a fit for of the hiring manager, than 2 hours are little investment to find the right candidate. Always have in mind the alternative, the wrong candidate cost you more than just his salary, may be:
 - a significant part of your revenue
 - your organization
 - your career
 - may be even your job

- 2 hours – no one has so much time!
 - o Traveling; breaks on airports, railway stations,...lots of opportunities to review the candidate on a notebook, PDA or any other mobile terminal!
- Does anyone use this tool?
 - o First reaction of customers are probably critical on the benefit of our tool. As soon they start working with it and see the results, they won't miss it anymore!
- This seems to be an expensive tool, especially for small companies?
 - o Having a camera running during the interview isn't any investment, neither in time nor financial!
 - o Producing the Video CD is inexpensive!
 - o Reviewing the CD is a time investment, but think about the return, especially taken into consideration above mentioned risks, when hiring the wrong candidate!
- Even htc's method won't detect all secrets of the candidate!
 - o True, but even candidates respond to us very often like: "I have never seen myself like this, the videos of my htc-interviews helped me a lot in self assessment & improvement!"
- How do candidates respond on htc's method?
 - o Candidates like the process, because they learn a lot about themselves in a professional assessment process. Also they like the transparency of our process to all parties involved.
- Why does htc-network believe in this process?
 - o Our process is a significant investment into the future of our candidates and customers. Their satisfaction is our capital.
 - o The pre screening of candidates will become more efficient and the candidates will be a better match – not only with their professional skills but also with their soft skills!

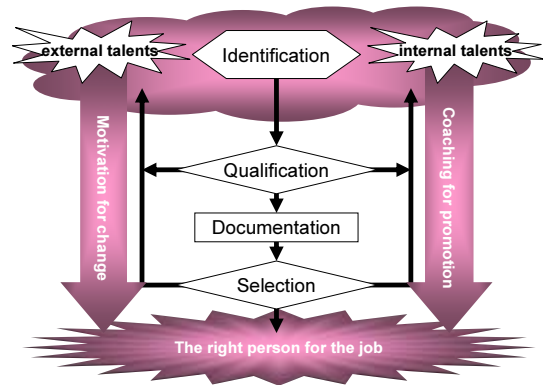


Figure 4: Search – alternatives

Summary:

The retention rates for candidates placed by htc-network are well above industry averages. This ensures that our clients do not need to go through the expensive and time-consuming cycles of recruiting fresh candidates – and avoid the business disruption caused by vacancies in critical positions. After two years, more than 95 percent of specialists and management placed by us remain with the company, and many have been promoted internally.

Our process is suitable for the identification and qualification of external as well as internal talents. The motivation to move talents to a new employer or the coaching of internal talents for promotion within their company are the most challenging and exciting tasks for any professional recruitment consulting company!