START LOOKING IN THE RIGHT PLACE FIRST

PNet has been the first choice for top recruiters since 1997, and should be yours. Our database of professional job seekers already exceeds the 1,500,000 mark, with extensive growth of over 1000 CVs per day. We currently have more than 2500 clients and an average of 25,000 live jobs per month. Traffic to PNet.co.za averages 25 million page impressions and over 925,000 unique visitors per month.
FROM THE COO’s Desk

“The best way to predict the future, is to invent it”
Alan Kay, Pioneer in computer design

I couldn’t agree more with the sentiments of Alan Kay. The world is currently on the edge of some remarkable changes – economic, geographic, demographic and socio-political – and uncertainty abounds. Even within our specific sphere, the South African staffing industry, there is major uncertainty. Whichever way you look at it, staffing will never be the same again and whilst this may be scary for some, it also presents great opportunities.

We have the opportunity to invent our own future, by taking control of our own destiny and driving the industry to the place it deserves to be; one of recognition for the invaluable role we play in helping companies succeed, individuals progress in their careers and lives and the country to prosper as a whole.

APSO is committed to grasping the opportunities we are presented with by continuing our pioneering of professionalism in the sector, through increased compliance mechanisms and raising quality standards. We believe that our role is to lead the industry to this place of recognition and to empower our members to weather the storms that will likely come, and to manage the transitions necessary to elevate our industry to the level of a recognised profession.

I was very fortunate to have attended the recent CIETT World Employment Conference and each time that I engage with my counterparts from across the world I am struck by the good work that we do and how favourably we compare with associations a lot bigger than ours. As a nation, I think we are too quick to assume that we’re behind the curve and not as advanced as others, and yet this is not so.

Our compliance standards, compulsory Entrance Exam and comprehensive ethics recourse mechanism are all advanced and are often seen as good practice by others. During our visit to the UK, the APSO delegation spent two days with senior members of the Recruitment & Employment Confederation (REC) and I am extremely grateful for their willingness to share with us their lessons and successes. We were excited to see that some of what we already do is ahead of the game, but also humbled to see that there are definitely areas of improvement to be made. The knowledge that we acquired during this time will be put to good use in APSO’s strive to achieve true professional status for the industry and to leverage value-add for our members. There are many exciting changes in store, all of which we are confident will elevate your experiences of, and with APSO, and will raise the profile of the sector amongst the broader stakeholder audience.

APSO is committed to empowering our members and seeks to achieve this by providing quality information and access to training and events that are of exceptional quality yet cost-effective. The large number of compliments that APSO received post the Recruiter Indabas is testament to the fact that our conferences, although priced at less than a third of the current market rate, deliver real return on investment by focussing on the core issues facing recruiters today. We hope that members who didn’t manage to attend will realise the importance of investing the time and money into continuous professional development of their staff in order to adapt to the changing market and remain relevant and profitable into the future. As a long-standing doyen of the industry once said, “Rather than worry about spending money on training staff who may leave you, consider the detrimental impact of having untrained staff who never leave!”

Natalie Singer
Editor of the APSOgram
In celebration of our 35th anniversary, and in line with our organisational goals and objectives, including the expansion and pioneering of professionalism for the staffing sector throughout the continent, APSO took the bold decision to rebrand earlier this year.

The “APSO” brand is extremely valuable and so we elected to retain it, but to change what the acronym stands for. At the EGM held in March this year, the members chose to adopt the new name, the Federation of African Professional Staffing Organisations. The new name holds much meaning and was primarily chosen to highlight the shift from an association to a federation and to uplift the image of the industry to that of a profession. As APSO has grown, its membership has diversified and we now have members who service the full spectrum of the staffing environment. It was critical therefore to shift from the outdated concept of ‘personnel’ to the more internationally acceptable term of staffing.

We are extremely proud of our new corporate image and hope that our members will appreciate the fresh, modern and professional look we’re aiming for.

Pieter du Plessis, the creative mind behind APSO’s new logo

In 2011, APSO posed a challenge to all of its members, to assist us in designing a new corporate logo for APSO. A brief, clearly indicating APSO’s new name and our desire to professionalise the staffing industry across the continent, was circulated to all members.

Several submissions were received, but the one that caught our eye and captured, we believe, the vision of APSO into the future, was that submitted by Pieter du Plessis. At the time, Pieter was employed by Vertex, a recruitment advertising firm, within the AdvTech Resourcing Group.

With more than 11 years experience in design, printing and social media, including 6 years focussed on the recruitment advertising arena, Pieter really understood the environment we work in. Coupled with his technical abilities as a qualified designer, Pieter also has a Marketing Management Diploma and was therefore ideally suited to conceptualising the new logo.

When asked what inspired the logo design, Pieter said, “I am so inspired by Africa and the people living and working in this bold, raw and beautiful continent. I wanted to encapsulate Africa within the organisation and so chose to use the image of Africa within the “O” of APSO. I chose to keep the logo plain with bold, striking font to enhance the boldness of the organisation and its professionalisation plans.”

Although no longer employed within the recruitment industry, Pieter is still excited about the dynamism of the sector. When he’s not hard at work being creative, he lets his creativity shine in other areas including painting, mosaic, interior decorating and dancing.

We will soon introduce our new brochures and other marketing material and will make this available in PDF for our members to use with their clients and candidates. APSO has prepared a Corporate Identity Manual to assist members in using the new logo and other imagery and this can be found on our website.

Some of the fun we had on our recent trip to London for the CIETT Conference 2012

Busride through London  London Eye Cheers  APSO delegation CIETT gala dinner
MESSAGE FROM the President

There is no growth WITHOUT PAIN

“Darkness gripped the day. The sense of helplessness and despair was almost tangible. Nothing would shake it off. It was futile. Nothing would make it better! All was lost and there was no purpose in even trying to change the inevitable.” This is what I heard echoed by one business owner when we discussed the feelings she felt when she read the amendments to the Labour Legislation.

I have met many a disillusioned recruiter and unnerved business owner who have asked, “Is it worth continuing? Can we ever get beyond this?” When discouragement sets in, one often feels as if it is the end of the road and nothing can be done to change it. All of this captures the emotions and the effect on the psyche of business owners in response to many of the developments in our industry. “It all feels futile,” one said.

Is this uncommon? Not at all! In the light of all that is happening in our industry continuously, people tend to wonder if any of the stress, uncertainty and strife is worth it. My response remains unchanged: “Yes, it absolutely is! It is worth every minute of it and we shall bear the fruit if we persevere.” I have often challenged individuals to approach any successful role-model and to ask if he/she has ever felt dispirited. The answer never changes; it is in the course of living that people continue to fight against discouragement and in mastering the art of overcoming this, victory is experienced. If you have not experienced discouragement, I dare say that you have not lived yet!

Our businesses are based on a legitimate need and we shall no doubt continue to be a much sought after industry. Our clients, candidates and Government acknowledge this. That is why government had to boldly and unequivocally announce that it would not be possible to simply ban Labour Brokers and our clients have not stopped calling us to request our services… Our industry will continue.

We also have to respond to other challenges. We have seen a move by Job Boards, attempting to offer services that we believe is our field of expertise. As specialists, I am of the opinion that our product offering is more comprehensive and quite distinctive. We offer a personalised, specialised service that requires human interaction, engagement, continuous needs’ analysis and negotiations.

It is not possible to refer to all of the factors that cause us to sometimes feel disheartened. However, I trust that what I have shared with you serves as a wake-up call to reinvent ourselves and to grow from the experience. It often sounds like a cliché when people say: “Growth does not come without pain,” but it is true. We must grow and expand our individual businesses by embarking on new and exciting paths. We also need to ensure compliance to the upcoming application of the amendments.

APSO is ready to assist its members in smooth transitioning - through the advice, support and training that is being made available to all members.

In conclusion, here are a few tips on how to deal with discouragement:

• **Get away** – This does not necessarily mean getting away from the daily operations, but standing outside of what is happening, looking at the situation from a different perspective. Step away and view the situation from a distance. What do you see then?

• **Get alone** – Too often we run from one meeting to another, one activity to another, leaving very little time to properly think about the reasons for our actions. We get so absorbed in the business of running our businesses and our schedules, that there is no time left to simply sit and think. Thinking is essential. Spend more time on planning and assessment before you act. Ask yourself, will my actions benefit my business?

• **Get honest** – We must be honest with ourselves and we must not judge ourselves. Honesty helps us to move to the next level. We have to ask and answer a few tough questions: Are we doing what we are supposed to be doing? Are we realistic in terms of what is going on in the market and are we responding appropriately to the environment? What are we lacking in terms of knowledge and skills? What are we going to do about it? These are hard questions, but we fool ourselves if we think we do not need to ask and answer them.

• **Get enriched** – When everything above is done, we need to take action to prepare for a fresh start. Make a list! Is it training? Could it be refocusing and self-enrichment? Or perhaps even a holiday? In our industry people are constantly chasing targets and “making it” and we often forget to take care ourselves – we forget about making time to replenish and to recharge. This then becomes a vicious cycle of non-performance and inevitably, a downward spiral. Beware.

• **Get going** – Now it is time to get moving. Remember that discouragement has a tendency to make us feel immobilised and listless. It is vital to get moving as soon as possible. Do not delay. Start acting on your commitments and go for quick wins.

Remember that there have to be valleys so that there can be mountains. So surely, after discouragement, if we keep going, there will be victory.

James Whitcomb Riley said, “The most essential factor is persistence—the determination never to allow your energy or enthusiasm to be dampened by the discouragement that must inevitably come.”

All of the best,

Tabea
The theme of the conference centred on the transformation and upliftment of the industry’s brand, leveraging the important role that private employment services play in facilitating effective labour markets and assisting companies and individuals to manage the dynamic economies and resultant employment markets today.

**The Way to Work**

At the outset of the conference, during the General Assembly, CIETT (the International Confederation of Private Employment Agencies) launched its new vision, “The Way to Work – a job for every person, a person for every job”. This vision encapsulates the industry’s response to the current challenges including, but not limited to, the more aggressive stance against the industry by trade unions that are consolidating globally as a tactic to address declining membership, the critical issue of youth unemployment and continued global economic pressures. It sets clear, ambitious targets for the sector for the next five years.

APSO, as a committed CIETT member, supports this vision and intends to unpack the targets and key messages in the South African context, and will use these tools to continue to lobby effectively for the industry amongst all stakeholders in the country.

**The Future of Work**

Throughout the conference programme, speakers addressed the changing nature of the world of work and how demographic, geographic and socio-political issues would affect talent pipelines and businesses’ decision on where to set up operations.

In her talk, based on global research contained within her book “Shift”, Professor Lynda Gratton of the London Business School, highlighted the need for a radical shift in thinking, across three key areas:

- **Shift from “shallow generalist to the serial master”**
  As markets, including the staffing sector, become more complex, individuals working within them need to focus their knowledge base and master their area of expertise. Information is pervasive and accessible to all, so true success comes from in-depth expertise and the ability to manage cognitive complexity in the workplace.

- **Shift from “isolated competitor to innovative connector”**
  It’s all about networks, to compliment your subject-matter expertise. To truly compete in today’s connected world, you need to have a solid network of individuals who can support your delivery to your customer, through their chosen area of expertise. Innovation is generated through collective thinking and drawing on the experiences and expertise of others, including your potential competition.

- **Shift from “voracious consumer to impassioned producer”**
  People don’t work purely for money anymore; they require an environment where they believe they are contributing, have access to learning opportunities and derive meaning. Work is all about the experience, especially for Generation Y, who choose employment opportunities based on the opportunity to learn, the ability to connect with people and their chance to build their own emotional, social and intellectual capital.

All of these shifts can be applied, in particular, to the staffing industry. We have the opportunity to become masters of the labour market and to provide our clients, and candidates, with expert advice to assist them in finding mutually beneficial future-proof employment relationships.
How Recruitment Management is Evolving Globally

During a presentation by Bryan Pena, of leading staffing research organisation Staffing Industry Analysts, it became clear that many of the evolutions being experience within the South African environment, are not unique and are being seen across the world.

It is clear that the market of contingent workforce models is evolving, particularly within the value chain and trends include:

- Decentralised recruitment
- Increasing use of Preferred Supplier Agreements (PSA)
- Rise of the Master Vendor (MV)
- Consolidated use of Managed Service Providers (MSP), with a shift from regional to global agreements
- Development of holistic Enterprise Workforce Solutions (EWS)

Although many staffing companies are concerned about the shift to Managed Service Providers (MSP) in South Africa, the International trend indicates that this lifecycle may be short-lived and that rather Enterprise Workforce Solutions (EWS) may be the future.

MSP is built on cost-saving, through dictation of fees & services to a single nominated provider, who in turn has the responsibility of managing sub-contractor suppliers in respect to quality, cost and operational delivery. Whilst it may appear to be a cost-saving measure, it has proven not to be a sustainable solution as clients begin to seek additional value-add once the initial cost saving impact has been absorbed.

Research indicates that after six years of MSP implementation, the provider tends to show signs of complacency in delivery and clients begin to increase their expectations of additional service offerings. In increasing cases, clients are now accessing technology directly that will allow them to self-manage their own internal recruitment processes.

Trends indicate that development is moving towards new and fundamentally different models that seek to compress the process, using technology as an enabler to help clients make good hiring decisions but that people-to-people contact, often provided by staffing experts, is essential to effective recruitment and talent management.

South Africa aligned to Global Trends

In summary, the conference sessions and various speakers, confirmed that South Africa is well and truly part of the global village and that our situation is aligned to International trends. Despite our local fight to survive, it is clear that we are an industry to proud of, and one that is relevant and plays an important role in the global economic market. To survive, it is necessary that we harness our passion and find inspiration, to drive innovation to tackle the future, realising that we will need to do things differently and that it may be tough for a while yet.

It is important that APSO lead the charge to re-position the industry locally, by empowering our members to advocate the role we play in changing lives, championing businesses and enabling the way to work. APSO is committed to providing members with the tools and opportunities to get involved in widespread grassroots advocacy programmes to champion our industry with various relevant stakeholders.

There are certainly challenges ahead for the world of work, including:

- Shortage, and changing nature of skills
- Globalisation
- Changing demographics
- Impact of diversity
- Talent attraction and management
- Legislative impact
- Impact of technology
- Generational issues, especially in respect to attitudes to work
- Corporate Social Responsibility (CSR) and employer branding
- Flexible working arrangements

Equally, the future of recruitment within this changing world of work, as suggested within the REC’s White Paper on the “Employment Landscape of the Future” provides both some challenges and opportunities, including:

- A shrinking talent pool
- Blurring of traditional access routes to market
- A global economy with local impact
- Economic growth delivering a variety of job opportunities
- Recruitment doubling to meet demand
- Technology enabling unbridled communication at speed
- Three or four generations together in the workforce
- A widening skills gap
- Worker expectations higher than ever before

Although a little daunting, many of these challenges also present opportunities for the staffing industry. As employment and labour markets become more complex, the need for expert assistance increases. Staffing companies that shift into gear, understand the impact of these dynamic changes, and can provide innovative solutions to their clients and candidates will become sought-after business partners and will continue to grow into the future.

In addition to excellent conferencing, the REC was an outstanding host that showcased their beautiful city of London extremely well. The International delegates were treated to an open-top bus ride through London en route to a spectacular view of London from the London Eye. The evening was rounded off by a delightful dinner on a cruise boat that navigated the Thames. The black tie dinner on Thursday night was a great success and the antics of their MC and the behind the scenes look at politics by previous MP, Alistair Campbell, was only bettered by the performance of the Jersey Boys direct from the stage of their West End production that evening. In addition to providing great entertainment, the social events provided the ideal opportunity to network and engage with other like-minded staffing professionals from around the world.

The APSO delegation also had the opportunity to spend two valuable days, post-conference, with the senior team from the REC post-conference, to share best practice ideas and provide insight into the opportunities APSO has to grow the organisation. We are truly grateful to our colleagues at the REC who were so generous with their time and expertise and who truly embraced the shift from isolated competitor to innovative connector.

We have brought back some excellent ideas and will definitely be utilising them in our quest to achieve our strategic objectives and position APSO as the premier staffing organisation on the continent!
SUCCESSFUL LAUNCH OF Adapting to Change

SOUTH AFRICA LAUNCHES GLOBAL Adapting to Change Campaign

In March 2012, APSO proudly hosted James Gribben, CIETT’s Communication & Economic Affairs Advisor in South Africa. During events co-hosted with CAPES, APSO launched the global campaign, “Adapting to Change” to the South African staffing industry.

The campaign is designed to transform the global image of the private employment services industry, and highlight the prominent and important role we play in facilitating effective labour markets around the world. Whilst focussed on improving the image and reputation, the PR campaign is soundly based on the empirical data gathered during the global research conducted by the Boston Consulting Group (BCG).

The research pulled together studies conducted independently and by the industry, from around the world over the past decade and identified six key findings on the role that Private Employment Services (PrES) play:

1. PrES enable adaption to change in increasingly volatile & complex labour markets;
2. PrES reduce both structural and frictional unemployment;
3. PrES drive down segmentation of labour markets;
4. PrES contribute to matching and developing the skills needed in labour markets;
5. PrES deliver Decent Work;
6. Efficient labour markets need appropriate regulation for PrES

The research document contains concrete examples to sell the value of our services to all stakeholders - Government, trade unions and clients alike. APSO continues to use this information as the basis of our lobbying & advocacy campaigns.

Throughout the South African road show, James presented the overall findings and focussed in particular on the results pertinent for the South African market. He was accompanied by Johnny Goldberg who provided attendees with the latest update on the labour law amendment process.

Through this launch sessions we managed to reach more than 700 individuals directly, who attended the sessions, and many thousands more through the media coverage they generated.

The full report, Executive Summary, and James Gribben’s slide presentation are available for download on the APSO website.

Richard Cox, co-founder of UK-based PR agency SALT, who have taken responsibility for the global Adapting to Change PR campaign presented at the CIETT conference. He urged the industry to take ownership of the PR image of the sector and confirmed the risks of not doing so by saying, “when you don’t manage your brand and define your destiny, others will do it for you”.

He confirmed that SALT, in association with CIETT, would continue to assist the industry players by providing tools to speak with one voice with messages that are backed up by logic but that also contain a little magic. He did remind the sector though, that the first port of call is, “for every player – individual and corporate alike - to stop talking down the industry by focusing on the negatives associated with rogue operators, but to rather choose to highlight the positive role we play when engaging with all stakeholders”.

APSO is committed to this journey and will continue to promote the sector locally and to provide members with the information and tools they need to act as ambassadors.
This year APSO held successful one-day Recruiter Indabas in Cape Town, Port Elizabeth, Durban and Johannesburg. The theme, based on 2012’s Year of the Dragon, was “Recruitment Re-ignited” and the programme sought to combine energetic speakers and highly relevant topics affecting recruiters today.

More than 450 delegates attended the four sessions and the feedback has been excellent. In fact, the general consensus from those who attended was that recruiters who weren’t there definitely missed out!

“Thank you for putting together a very good conference. My team not only enjoyed the event but learnt a lot; many “nuggets” were taken away.”
Fazel Mayat, Pysbergate

Recruiters today are facing tighter economies, more discerning clients and harder to find candidates. As a result, we focused on the major issues challenging recruiters, and sought to find speakers who could provide practical solutions to these challenges.

“Just a quick note to say “thank you” for a lovely and enlightening 1-day conference presented in KZN on Thursday. It was both interesting and valuable on so many levels. My girls and I enjoyed it very much and there is so much we brought back with us. Well done.”
Hough Joubert, MPC

Getting into the right frame of mind

Justin Cohen kicked off conference with his “Recession Proof your Head” presentation and by all accounts delegates felt their passion re-ignited and were ready to hit their desks with a positive attitude. In a people business like staffing, it is critical that consultants are positive about their jobs – after all, who would want to trust someone who sounds as if they hate their job in sourcing new staff, or securing a new career opportunity?

Throughout the rest of the day, Justin acted as MC and continued to provide nuggets of wisdom to keep the delegates morale high and their excitement revved.

Getting your sales into high gear

Paul Naidoo, SA’s sales guru, entertained the audience with his comedic style and wealth of sales experience. In the two-hour mini training session Paul shared some practical examples on how to take your sales to the next level, with a focus on providing exceptional service to clients. He touched on the dreaded objection arguments you often hear from clients and helped recruiters to understand how to position their real value to differentiate themselves from their competition and counter any fee bashing that may come from clients.

In fact, the feedback from delegates was so good that we asked Paul to come back and address our Owner-Manager conference in June. He shared ideas on how to use sales techniques to add real value to your customers and how to develop your sales team into sales superstars.

Countering Counter-Offers

The scourge of counter-offers is rife and many recruiters are pulling their hair out at the increasing number of deals lost at the end of the process. Natalie Singer shared some of her recruitment experiences and tools that helped her to remain counter-offer free for six years whilst running a desk.

Highly practical in nature, the talk and the tools have proven to be successful in keeping a tighter rein on the recruitment process, assessing the candidates’ real motivation, and avoiding any unexpected skeletons falling out of the closet. If you didn’t attend the conference, but you’d like to learn more about the tools, simply send Natalie an email (nataliesinger@apso.co.za)

Despite being aimed at recruiters, it was clear that many experienced consultants and managers found real value in spending the day at the indaba proving that real return on investment is achieved by investing time and money into APSO events of this nature. In fact, several calls and emails indicated that you can teach old dogs new tricks *wink wink*

“I wanted to firstly thank you for a great conference. I took allot out of it, so I am very appreciative. I have been in the industry for 15 years, and to be honest, felt that I knew everything about counter offers. Well, I didn’t, so I really enjoyed your talk.”
Jacqui Freeman, Powerhouse Appointments.

Getting the Camel out of your Tent

Procrastination happens to the best of us, especially when we’ve got mountains to do and a dwindling will to do it. Tracey Foulkes, one of SA’s leading organisational experts, shared a great analogy and some practical tools, to help recruiters get the camel (procrastination) out of their tent. This highly practical session provided insight into managing one’s time efficiently and dealing with the mountains of email we receive daily in order to be more effective and to work closer to the money.

At less than R1000 per delegate for the full day’s conference, APSO has once again provided a world class event at a ridiculously low price.

“I must also complement you and the team on the amazing conference. Trevor was really quite taken and I’m so glad that we’ve made the decision to join your organisation.”
Margie Kriel, tkanda.

APSO is committed to providing high quality, affordable training and events, and we encourage all members to take up these opportunities to educate themselves and their staff.

After all, can your business afford to have missed this excellent conference and the knowledge it empowered those (your competitors) who attended it with?
Grabbing the Future: BEYOND 2020

During the CIETT World Employment Conference, Professor Richard Scase, author of “Global Remix” presented on the changing nature of the world and the impact that these changes will have on the world of work and employment in general.

It is clear, especially since the global economic crisis, that the power has shifted, from West to East, and that the emerging markets are beginning to show their might. Income per capita is increasing exponentially in emerging markets and the resulting consumer behaviours are clear indicators that emerging markets will be the key drivers for global economic growth going forward.

The rapidly evolving technology landscape, in particular the rise of social media and the resultant connectedness of people and information, has meant that Governments have lost control over social order and that companies, and countries alike, are applying outdated risk models to their planned actions. In an emerging markets future, success will be linked to innovation and entrepreneurial action linked to making bold moves.

The ticking time bomb

The world population is escalating at unprecedented rates and resources are running out. As skills shortages collide with increasing unemployment, particularly amongst young people, the world faces dire consequences if the ways of doing business are not fundamentally altered, and soon.

In today’s digital world, information is accessible to all, and no longer belongs to universities. It raises the question why we haven’t altered our teaching methods. Today you don’t need to learn stuff, to know things. Rather, we should be teaching young people how to access wisdom from the knowledge they have at their fingertips.

Today’s youth face conflict and uncertainty on a daily basis and have developed a different psychology to previous generations, as espoused within Scase’s 5 “A’s”

Angry - Young people are frustrated about their lack of access into society, especially into the world of work and this is clearly illustrated by the number of youth uprisings around the world, e.g. “Arab Spring”

Alienated - Frustration and despondency rises as graduates fail to get jobs, despite going through the education process. This despondency leads to negative attitudes and a perceived lack of commitment, thereby exacerbating their failed attempts to secure employment.

Anomie - A lack of clearly defined channels for personal success, usually provided by structured upbringing and traditional social structures, means that many young people don’t know where they fit in and associate success with fame, often gained by individuals who’ve become famous for famous sake.

Atomism - Increased connectivity, through social media, has in fact increased isolation with many young people having declining social skills and fewer personal relationships.

Anxiety - The chaotic times we live in affect the workplace. The lines between work and home have blurred and so personal issues impact the workplace more, with job anxieties spilling over into other areas of life.

Corporate Success = Sustainable Innovation

Global success in the 21st century will require sustainable innovation and this in turn is contingent on recruiting, developing, managing and retaining talent.

In order to attract and retain the best, especially in a skills short market, it is critical that businesses leverage innovation throughout their business. According to Scase, there are six key characteristics amongst businesses that are competitive and that have valuable employer brands.

1. Energising Culture
Innovative businesses are best described as “fit, fresh and fun”. They continue to innovate, even if their product offering remains the same. Coca-cola, for example, has maintained its product for more than 100 years but their delivery methods, marketing and communication continue to evolve.

2. Open Structures & Processes
Talent, especially those from younger generations, are attracted to companies that allow both formal and informal communication and where new ideas and the question “how can we do it better?” are encouraged. A culture of social interaction is driven as it has been proven to cement teamwork and stimulate discussion, idea sharing and energising.

3. Critical Self-Appraisal
Sustainable companies continually ask themselves “what could we do better?” and are constantly assessing their effectiveness. This style of organisation requires self-confident leadership who are willing to be given alternative ideas and accept that their way may not be the best way.

4. Brand Leadership
People want to feel good about who they work for and so brand reputation is very important. Talented people want to be able to brag about working for a company that is well known and has positive, high brand awareness in the marketplace.

5. Visionary Leadership
Innovation is driven from the top and truly visionary leaders understand that it is their job to think of the future. Although there are no distinct common leadership qualities or personality traits amongst the world’s most visionary leaders, the common thread is their belief that they need to make a difference in a way that is bigger than simply the business or its bottom line, and they institute the changes necessary to achieve these goals.

6. Customer Engagement
Sustainable organisations are built, and rely on, excellent customer engagements. They continually strive to re-engage and reinvent their customer base. They actively recruit young talent with creative, fresh ideas who are encouraged to use these skills and their high energy to engage with customers in a different way that is meaningful and not just transactional.

Do you match up?

In today’s highly competitive labour market, only the best companies will attract and retain the top talent. Does your company match up? Are you able to attract the best consultants to your team, in an environment that provides sustainable innovation to your clients and candidates?

Equally, are you helping your clients to understand how they should be leveraging their employment brand to find the skills they need to compete globally?
Find the **perfect match**

We know finding the perfect candidate for your position is not always an easy job. That’s why we’re here to help shorten the search. At Careers24, we’ll match your position to a great selection of candidates from our pool of over 350,000 quality CVs. So all you need to do is choose who works best for you.

*Call us on (011) 715 8014 or visit www.careers24.com*
The labour law review debate has been raging for several years but really built up steam when, in December 2010, the Department of Labour published the four bills – Labour Relations Amendment Bill, Basic Conditions of Employment Amendment Bill, Employment Equity Amendment Bill, and the new Employment Services Bill.

A furore erupted, especially after it was determined that these bills were in fact the same bills that had been turned down by Cabinet earlier that year followed by a request of completion of a regulatory impact assessment (RIA) study. This study was commissioned by the Department of Labour and pointed to several glaring problems with the bills and their negative impact on the South African labour market and, in particular, the dire consequences for the much-needed boost in job creation.

In early 2011 the first meeting of the social partners was held at NEDLAC in an attempt to find consensus on the bills. At the outset, business indicated that the bills were not fit to be negotiated and that the social partners should rather discuss the key themes. It was then agreed that discussions would be based around six broad themes, including:

**Theme 1:** A-typical employment relationships
**Theme 2:** Dispute resolution
**Theme 3:** Collective bargaining
**Theme 4:** Compliance and enforcement
**Theme 5:** Employment equity
**Theme 6:** Access to employment

More than forty meetings took place in 2011 to discuss the first four themes and the three appointed labour law experts, each representing one of the major constituencies – business, government and labour – made up the drafting team.

**Major disagreement**

Despite countless hours spent around the negotiating table, more than 60 areas of disagreement still existed by the close of the year. COSATU, as the largest trade union federation, simply refused to compromise on any areas conducive for job creation. The lack of clarity caused by this process is one of the primary issues raised by business that feels that in volatile economic times such as these, the worst thing that can be done is to implement tighter regulation, and particularly regulation that will increase uncertainty.

Business has consistently called for a new RIA to be conducted to determine the practical impact on jobs of the current draft proposals. Government unfortunately, in an effort to meet its looming party conference deadline and the need to show delivery on the 2009 ANC election manifesto, is hell bent on pushing these bills through. In April, two of the four bills, namely LRA and BCEA were presented to Cabinet, without the signed-off NEDLAC report, and were approved for the next step in the process.

**So, what do the new provisions mean for flexibility?**

Firstly, despite the media focus on the issue of labour brokers, it should be remembered that these bills seek, in the words of the ANC manifesto, “to introduce laws to regulate contract work, sub-contracting and outsourcing, address the problem of labour broking and prohibit certain abusive practices”. All forms of a-typical, i.e. not full-time, permanent, employment is affected.

The amendments to the LRA and BCEA only affect workers who earn below the current threshold of R183 008 per annum and only after a six month period. There is no further regulation in the first six months. In cases of workers earning in excess of this, no additional regulation is applicable.

**Workers provided by TES**

S198 of the LRA remains, thereby continuing to recognise the triangular employment relationship that exists between an employee, the temporary employment service (TES), as employer, and the client. Additions have been made to this section that:

- Places a six-month (6) threshold on TES employment with a particular client, after which the worker is deemed to be an employee of the client and the TES for the purposes of the Labour Relations Act.
- The provision of “deemed employment” is applied only to the LRA and this means that, after a period of 6 months with the same client, the worker will be able to hold the client and the TES jointly and severally liable in issues arising out of the LRA. Examples of these are unfair dismissals and organisational rights.
- The TES worker should receive treatment that is no less favourable than permanent employees of the client, unless justification to do otherwise can be shown, these could include:
  - Employee’s seniority, experience or length of service;
  - Merit criteria;
  - Quantity or quality of work performance;
  - Any other relevant criteria that his not prohibited by section 6 of the EEA

(NB remember this same equal treatment clause applies to fixed term contract and part time employees after six months who earn less than R183 008 per annum)

There have been many misinterpretations of this provision with some insisting that after six months the temp goes permanent with the client. This is simply not the case. Contracts facilitated by TES can go on beyond six months with additional liability only in regard to the Labour Relations Act. This translates into joint and several liability and this liability, already exists in the current law from day one in regards to BCEA, sectoral determinations and bargaining council agreements.

(APSO can provide you with a legal opinion on “deemed employment” to share with your client)
there is a mix of part-time and full-time workers, for example in the retail sector, employers are already seeking to remove the full-time equivalent. By doing this, the opposite result to what Government and Unions hoped would happen, is happening. It is becoming a race to the bottom as employers try to re-align their workforces to ensure they remain competitive.

Studies indicate that today, companies that don’t have at least 30% flex in their workforce are not able to react quickly enough to the volatile economic climate. And, given the myriad of changes and the increasing levels of complexity in managing retrenchments, the current regulations may in fact mean that employers choose to outsource more (or entire sections) of their workforce to professional, registered, compliant TES companies.

Equal pay for work of equal value
Although it is only proposed for a-typical employees, it is highly likely that it will be included in the amendments to the Employment Equity Act in reference to equal treatment of all workers, including those working alongside one another in the permanent workforce. Whilst the concept seems simple and fair, it is far too complex to be effectively enforced. The equal treatment process was attempted to be implemented in Europe and the UK towards the end of last year and practicality has shown that it is near impossible to achieve. There are simply too many variables at play.

Business is of the opinion that SA’s employment equity provisions adequately address unfair discrimination, based on arbitrary grounds, but that the proposed provisions go a step too far and don’t take under consideration the scarcity of skill, the ‘value’ placed on skilled candidates from particular demographic groups and of course historical differences in performance and grading systems.

In the words of CAPES’ Chief Operating Officer, Johnny Goldberg, “the equal pay provisions will only achieve one thing – creating more litigation which is bad for business.” Legislative provisions that are near impossible to apply in practice, simply increase the burden on the CCMA and labour courts and increase the cost of business.

Where to from here?
NEDLAC discussions continue on the final two themes encompassing the proposals contained within the Employment Equity Amendment Bill and the Employment Services Bill. Meetings have taken place throughout April and May and Government hopes to have the new draft regulations ready for Cabinet approval by the middle of the year.

It is our opinion that these bills will be pushed and presented, together, for ratification by Parliament before the end of 2012. This deadline is near non-negotiable as the ANC marches steadily on to its leadership conference at the end of the year and in preparation for the national elections in 2014. The government, given the current internal leadership disarray, simply cannot afford not to be seen to meet its promise as made within the 2009 ANC election manifesto.

APSO, and CAPES, will continue to work with our members to understand the changes and the implications these will have on your businesses. This will include education drives for clients and workers. We request that you continue to maintain contact with APSO and to follow the regular updates that are provided via our weekly email Labour Law Bulletin, website and social media feeds.
Are you Compliant?

With the current focus on the staffing industry, and the impending Employment Services Bill that will tighten regulation of the sector, compliance elements associated with private employment services will become ever more critical.

APSO has long proposed tighter regulations for the staffing industry, to eliminate the so-called “bakkie brigade” and to ensure that professionalism and higher standards could be enforced amongst all players, not just members. We have been actively involved in the current labour law negotiations and in working together with the Department of Labour to increase effective compliance and enforcement.

As part of our commitment to promoting standards and assisting our members to meet these compliance requirements, APSO has embarked on an inspectorate pilot project to determine fit for purpose of our intended annual self-assessment compliance process.

The model that we have proposed, and are using, is based on international best practice standards and has been designed to be as simple as possible, especially for our SME members, and yet still effective at establishing and managing the complexities of compliance within the staffing sector.

APSO intends to roll this self-assessment model out to all members base within the next few months and we’d like to ask our members to take time to consider some of the basic compliance requirements below, to assess how you’d fair when asked to participate in this process.

### INSPECTORATE

### LEGAL REQUIREMENTS

- Tax Clearance Certificate
- Letters of Good Standing:
  - Dept of Labour (UIF)
  - Workman’s Compensation
- Valid PEA Certificate issued by the Dept of Labour
- Annual Return - CIPC

### REGULATED SECTORS

**Only applicable if you work in sectors governed by Bargaining Councils or Sectoral Determinations**

- Proof of registration/s
- Letter/s of Good Standing
- Confirmation that your contracts are compliant

### MEMBERSHIP INFO

- The information APSO has about your company is up-to-date & accurate
- All branches are registered
- All services are declared, i.e. temp and/or perm

### PROFESSIONALISATION

- All of your staff have written, & passed either:
  - APSO Entrance Exam (or IPSC)
  - Embedded Knowledge
  - NQF4 Labour Recruitment qualification

### ETHICS COMPLIANCE

- All of your staff are aware of, and have signed the APSO Code of Ethical & Professional Practice, and work accordingly
- Your recruitment methodology is compliant

### TERMS OF ENGAGEMENT

- You have clear Terms & Conditions of Business that you get your clients to sign before you engage
- Your fees, guarantee policy and recruitment methodology is clearly explained to clients

### OPERATIONS (PERM)

- All of your staff members have a contract of employment
- You maintain employee records in accordance with the BCEA
- You have a Grievance & Disciplinary Procedure
- You display a “No Charge to Candidates” sign
- You have confidential interviewing facilities
- Candidates complete and sign an Application Form
- You have a candidate/client database that is regularly updated

### OPERATIONS (TES)

- All of your temp assignees have a contract of employment
- You maintain employee records in accordance with the BCEA or applicable regulations sector
- You have a Grievance & Disciplinary Procedure
- You utilise a timesheet process/system
- You use a payroll system acceptable to SARS
- You have proof that statutory costs are paid on time
- You issue all temp assignees with an IRP5

**Only applicable if you work in sectors governed by Bargaining Councils or Sectoral Determinations**

- Proof of registration/s
- Letter/s of Good Standing
- Confirmation that your contracts are compliant

**The information APSO has about your company is up-to-date & accurate**

**All branches are registered**

**All services are declared, i.e. temp and/or perm**

**You have clear Terms & Conditions of Business that you get your clients to sign before you engage**

**Your fees, guarantee policy and recruitment methodology is clearly explained to clients**

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Employee VS Independent Contractor

BY: LABOURNET

A contract of service refers to an employment relationship between an employer and an employee. By definition in the Labour Relations Act of 66 of 1995, Section 200A, an employee is someone who is solely dependent on a single employer for his/her livelihood and is subject to the control and direction of that person; this refers to the working hours and the way the employee carries out his tasks. Also it is a person that works at least 40 hours per month for a single employer over a period of no less than 3 months thereby forming part of the organisation. Furthermore, an employee of a company makes use of equipment provided by the company in order to complete the various tasks given to him. Another important factor to note is that an employee is always remunerated by an employer which he/she assists in conducting business, in the form of various tasks, and achieving the organisation’s goals. In the case of the South African Broadcasting Corporation (SABC) v McKenzie in 1999, the Labour Appeal Court found that, according to the Code of Good Practice pertaining to who an employee is; an employee will be at the beck and call of his/her employer and renders his services personally as per the employer’s behest.

An independent contractor on the other hand, is loyal to a contract rather than to an employer. An independent contractor maintains all of his own equipment and uses it to carry out the single task that is given to him/her in terms of this contract, while benefiting his/her own business.

A contract which is held between an employer and an independent contractor is a contract for service. It involves the relationship between an independent contractor and a company; the entity utilising the services in a contract for service. The independent contractor decides on his own hours and is under no direction by an employer.

The independent contractor would provide his/her own equipment in order to complete the service which is being rendered to the employer. Payment is not received on an ongoing basis as a salary of an employee. Rather, it is only on completion of the task that he/she is contracted to complete that the independent contractor issues the company with an invoice to be paid.

In distinguishing between the two types of relationships, there are three different tests that may be made use of:

1. The supervisor control test identifies with the Master-Servant relationship. It aims to determine whether or not the Master has complete control or supervisory power of the employees/workers. Where the full right to control and supervisory duties is absent – in terms of prescribing tasks and also governing how these tasks are carried out – the ‘Servant’ (the person rendering the service) is not an employee. This person is in fact, according to the test, an independent contractor.

2. The organisation test implies that the employee is part and parcel of the organisation – forms an integral part of the organisation; as found in Bank voor Hanel & Scheepvaart v. Slatorf. The independent contractor is seen as merely an accessory to the company; he is not integrated into the company - as found in Stevensen Jordan & Harrison Ltd. v. McDonald and Evans.

3. The dominant impression test is more detailed and is used more often by the courts as it is more reliable than the aforementioned two (2) tests. The test looks at six (6) factors in order to identify whether the contract that exists between two (2) parties is a contract of service (employee) or a contract for service (independent contractor).

  - It begins by addressing the objective of the contract. An employee is to render personal services; the independent contractor performs specified work, or produces a specified result.
  - The manner in which the person is to complete the tasks: the employee is to render their services personally, whereas the independent contractor may perform the task though others.
  - Then the test looks at the periods of service. The employer may, in the case of an employee, choose to make use of the employee’s services whenever he sees fit, the independent contractor is obliged to perform the work or achieve the result in a specified period of time fixed by the contract.
  - In terms of control, the employee is obliged to perform lawful commands and instruction given to him/her by the employer whereas the independent contractor is only subservient to the contract.
  - The test then addresses the question of termination; there are two factors to consider. The first is death and the second is the expiry date of the contract.
    1. Upon the death of an employee, the contract of employment terminates whereas the contract held between an independent contractor and a company does not necessarily terminate.
    2. In terms of the employee the contract may also terminate upon the expiry of the period of service governed by the contract whereas the contract a company holds with an independent contractor only terminates on the completion of the work or the product.

The tests have been formulated so as to ensure fairness in the relationships between employers and employees. Many employers attempt to disguise the true relationship which they have with their employees by hiding the true legal status of an employee and treating them as an independent contractor. By definition and according to the Employment Relationship Recommendation 2006 of the International Labour Organisation, any contract that designates an employee to be an independent contractor yet explains that the employee is a subordinate or is in a dependent position remains a contract of service. Therefore the employee retains his legal rights as an employee. It is stated in labour legislation that should any person working for an employer, or a company, fall under one or more of the definitions explaining who an employee is then they will be legally considered to be an employee and not an independent contractor – regardless of the contract that is signed between the two (2) parties involved.

In conclusion, there is clearly a fine line between the definition of an employee and an Independent contractor. An individual is either one or the other; an independent contractor cannot be an employee and an employee cannot be an independent contractor.
THE PARADOX OF Performance

Can you have a **HIGH** performance culture and a **GREAT** place to work?

By Debbie Craig and John Gatherer

Introduction

When exploring the definitions of paradox, originally a paradox was merely a view which contradicted accepted opinion. However in more recent times, the concept has evolved into new meaning – an apparently self-contradictory (even absurd) statement, situation or proposition which on closer inspection is found to contain a truth reconciling the conflicting opposites.

In Chinese philosophy “yin and yang”, is used to describe how polar opposites or contrary forces are interconnected and interdependent in the natural world, and how they impact on each other.

One of the greatest challenges to individuals navigating the rapidly changing, uncertain white waters of life is to become adept at ‘riding the waves’, staying on top and finding a balance between the many paradoxes and conflicts that we face in day-to-day life. Jim Collins the author of Good to Great came up with an interesting phrase called the “genius of AND and the tyranny of OR.” It is often not about making a choice between two opposing paths of action, but about finding a balance between two different ends of the same continuum.

We have seen this in many of the highly effective people with whom we have worked that have a good understanding of yin and yang – they can be shy and fearless, are highly conceptual as well as attending to detail, display empathy and be tough, be strategic and operational.

Throughout business research and literature there is a significant focus on BOTH high performance organisations AND high engagement organisations, or alternatively called great places to work. In our leadership programs we ask the question: Can you have BOTH a high performance and a high engagement workplace? The ensuing debates are usually vigorous and dynamic.

One group will argue that a high performance organisation need to perform in the short-term but more flexibility for people to find their unique area of talent and contribution and engage with energy and enthusiasm over the longer term. Can these two opposing cultures be reconciled?

A third group will argue that you cannot have one without the other. People will really feel engaged when they are working with other high performing individuals in effective teams sharing fairly in the rewards. The right kind of high performance culture will attract people that are motivated by achievement and stretch targets and who will craft out their contribution whilst delivering the results in creative and innovative ways.

Any of these arguments hold true depending on the culture that is created, shaped and role modelled by the leaders of the organisation. In these scenarios, culture and leadership are the distinguishing factors represented by the standards and practices of recruitment, on-boarding, performance and reward management, leadership development, innovation, communication, meeting behaviour, etc.

Building capability for high performance, high engagement organisations

If your intention is to create a high performance and high engagement workplace, there is an interesting and sometimes complex paradox to understand and balance. Leaders need to understand both aspects of the paradox and their role in developing and driving the right culture, behaviour and practices for short-term results and long-term success.

The capabilities required for managers and leaders in these turbulent yet fascinating times of transformation and change are:

<table>
<thead>
<tr>
<th>High Performance Organisation</th>
<th>Great place to work</th>
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<tbody>
<tr>
<td>Innovative and strategic thinking</td>
<td>Transformational leadership</td>
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<td>Strategic alignment and traction</td>
<td>Engagement</td>
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<td>Structure and role alignment</td>
<td>Enablement</td>
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<tr>
<td>Talent management</td>
<td>Empowerment</td>
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<td>Change management</td>
<td>Leading high performance teams</td>
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<tr>
<td>Culture transformation</td>
<td>Holding Crucial Conversations</td>
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Leading high performance organisations

The first step is to understand the **strategic context** of the world of work such as trends, scenarios and opportunities and challenges and how they may impact the business. Then against this backdrop, assess the organisation against the **building blocks of high performance** to really understand strengths and areas requiring attention. This also engages leaders to buy into the need for change in their approach and focus.
Leaders need to continually expand their innovative and strategic thinking capability and work with tools to challenge assumptions, paradigms and processes to build a culture of innovation and healthy risk tolerance. A huge challenge for most leaders today is how to allocate time between strategic and operational activities and being able to differentiate and prioritise accordingly.

**Strategic alignment** involves building a shared, purposeful vision for the future and ensuring buy-in and commitment at all levels of the organisation. This is achieved through facilitating strategic alignment sessions and using simple one-page templates to involve people in building strategic objectives, measures and values to support the culture and journey of change right down to the individual and team level.

People often underestimate the importance and impact of an effective structure aligned to the strategy and role clarity at all levels and in between functions and teams. The leader’s role includes a regular review of the structures and roles to ensure the value stream from customer to delivery flows efficiently, optimises cross functional communication and collaboration and empowers people to perform at the right level. With this focus, common pitfalls such as over-laps, gaps, mis-alignment, operating at the wrong level and missed collaboration opportunities can be avoided. The challenges of managing in matrix structures and in multiple roles are also important to share and explore ways that work.

The leader’s role in finding, growing and keeping talent to ensure the right people, with the right skills are in the right roles cannot be emphasised enough. **Talent management** is not an HR function, but a line function supported by HR. Leaders need to understand the tools, processes and skills to identify talent, do succession planning and actively look out for talent inside and outside the organisation.

Too many managers and leaders take change for granted and still operate under the old command and control style of leadership which forces change down into the organisation with much unnecessary pain, resistance and delays. Every leader needs to understand the processes and tools to accelerate change and the leader’s role in optimising engagement and commitment and building capacity and resilience for on-going change. Leaders need to learn how to plan strategically for change, the skills required to be change sponsors and champions and to facilitate individual and group communication and mobilisation sessions effectively.

**Culture transformation** cannot be left to chance. Culture is the sum total of role models, leadership style, communication, processes and practices, past history, structures, power and politics and rituals and symbols. Each of these need to be reviewed for cultural impact and actively managed to instil the memories, beliefs, values and behaviours required for a high performance, high engagement culture. Every leader needs to learn to be a culture strategist, advocate, coach, confrontor, facilitator and role model.

**Leading high engagement organisations**

The first place to start is to understand the **dimensions of a great place to work** and how we stack up against them. Do we really know what engages and motivates different people? Do we know what motivates unique individuals and how to gain psychological commitment to the organisation? What is good attrition vs unnecessary turnover? Are people joining, staying or leaving for the right reasons? All of these are important to explore and understand the leader’s role in creating a GREAT place to work and to manage the paradox of high performance and high engagement.

Whilst many leaders have attended development programmes over the years, leadership style and walking the talk is still a major complaint of employees. Self-awareness of personal behaviours, habits, mindsets and impact is critical for effective leadership. Leaders need to move beyond positional power and utilise the power of full engagement across the mental, emotional, physical and spiritual spectrums. Leaders need to read, explore, debate and understand how to **inspire, motivate and involve people** to be committed partners along the strategic journey and how to work as a dynamic and aligned leadership team.

All leaders need to truly believe that **Engagement** drives commitment which drives performance and retention. Emotional commit-
**Empowerment** involves the leader’s role in optimising potential, competence and confidence to build capability for improved performance and desired results. There is a process aspect including understanding the building blocks of competencies and how to assess strengths and opportunities for development. There is also a coaching aspect which involves understanding how people learn and change and the coaching and conversation skills to create insight and growth in others. These are deep skills that take time to learn and practice but are critical for leaders to engage and enable their teams.

**Enablement** is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. Empowerment includes having the authority to make decisions, the timely and accurate information to make the right decisions, the resources to implement decisions (budget, equipment, training), and the accountability where each person knows that they are responsible for the results and consequences. Each leader has a unique style which can be assessed against an empowerment framework. Mindsets and competencies need to be identified and developed to enhance empowerment such as delegation and letting go, encouraging initiative and ensuring accountability.

**5. Conclusion**

So, back to the question: Can you have a high performance culture and a great place to work? When shareholders are putting pressure on executives for short-term results, is there time for effective leadership conversations? When a previous high performer is struggling in a new role, is there time for settling in and figuring it out? When an operating facility is not producing the numbers, is there still time for the conversation cafe on values or taking time off the job to learn more advanced problem solving skills? These are some of the interesting questions that leaders need to ask themselves and find the best way to manage the short-term whilst engaging and empowering people for the long-term. Good Luck!

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**Appendix: The high engagement organisation assessment**

<table>
<thead>
<tr>
<th>Factor, Enablenent, Empowerment</th>
<th>Description</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Are employees engaged as individuals and responded to with flexible options according to their needs and aspirations?</td>
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<tr>
<td>2. Are career opportunities and development paths clearly mapped out for core functions?</td>
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<td>3. Do employees have personal development plans and access to coaching, mentoring and development programmes to improve competence?</td>
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<td>4. Are employees empowered with clear decision making guidelines and appropriate level of autonomy?</td>
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<tr>
<td>5. Do employees have sufficient resources, equipment and support to fulfil their roles?</td>
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<thead>
<tr>
<th>Great Rewards</th>
<th>Description</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Do you recognise and appreciate high quality contributions, efforts and results?</td>
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<tr>
<td>2. Do you differentiate rewards based on superior performance?</td>
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<tr>
<td>3. Do you offer flexible and creative non-financial rewards such as access to coaching, development programmes and assignments, stretch assignments, conferences and best practice visits, or flexible work arrangements?</td>
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<tr>
<td>4. Does the company offer long-term incentives to mission critical positions and key talent?</td>
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<tr>
<td>5. Do you help create the perception that remuneration is benchmarked and fair?</td>
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<tr>
<th>Great Leaders</th>
<th>Description</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Do you have a leadership style that is appropriate to the organisation and culture?</td>
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<td>D</td>
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<tr>
<td>2. Do you inspire engagement and commitment through caring, coaching and developing people?</td>
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<tr>
<td>3. Do you spend sufficient time on strategic and transformational activities and delegate operational activities downwards?</td>
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<tr>
<td>4. Are you aware of your own leadership competency strengths and development areas and have appropriate actions to develop these?</td>
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<tr>
<td>5. Are you passionate about people and drive the creation of a great place to work?</td>
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<tr>
<th>Great Careers</th>
<th>Description</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Do you ensure alignment between company strategy and each role through effective performance management?</td>
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<tr>
<td>2. Do you create roles and work assignments that are interesting, challenging, balanced and flexible?</td>
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<tr>
<td>3. Do you create space for young talent i.e. development positions, removing deadline and pipeline blockages?</td>
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<tr>
<td>4. Do you give key talent opportunities to gain exposure and test their potential across multiple business units?</td>
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<tr>
<td>5. Do you encourage a healthy work-life balance to optimise energy and outputs?</td>
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<thead>
<tr>
<th>Great Culture</th>
<th>Description</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Do you have a company culture statement with values and behaviours i.e. integrity, trust, respect?</td>
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<tr>
<td>2. Do you encourage a climate of open communication, teamwork, diversity, healthy conflict and fun?</td>
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<tr>
<td>3. Do you create opportunities for team building, honest conversations, sharing ideas and innovation?</td>
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<tr>
<td>4. Do you address counter culture behaviour through honest feedback, coaching and clear consequences?</td>
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<tr>
<td>5. Do you encourage social interaction to build relationships between team members and departments?</td>
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<thead>
<tr>
<th>Great Company</th>
<th>Description</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Does the company have a meaningful purpose, which is clear to everyone?</td>
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<td>A</td>
</tr>
<tr>
<td>2. Do you assist employees to align their dreams with the company vision and purpose?</td>
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<tr>
<td>3. Does the company have a reputation as a great place to work?</td>
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</tr>
<tr>
<td>4. Do you promote the company’s reputation to your team?</td>
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<tr>
<td>5. Do you create opportunities for employees to make a difference to society through company activities?</td>
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“The Traditional Organisations are profit maximizers not purpose maximizers.”

Dan Pink

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The high engagement organisation assessment developed by Catalyst Consulting
Clause 8.1 of the APSO Code of Ethical and Professional Practice details the formula used by the Ethics Committee to adjudicate and rule on a fee dispute between two members:

8.1 The party who completed all of the following three (3) steps will usually be regarded as the effective cause of the placement and therefore entitled to the fee:

(i) Interviewed the Candidate;

(ii) Obtained the Candidate’s permission to release their details to that specific Client for that specific vacancy; and

(iii) Obtained the Client’s acceptance of the Candidate as an applicant for that vacancy. The Client’s acceptance is considered to have taken place when the Client acts upon the introduction by requesting an interview with the Candidate introduced by the member.

The challenge facing the Ethics Committee is that although members are able to provide evidence in the form of a job spec from a client or a reworked CV of a candidate, very few are able to provide substantiating and relevant evidence to show compliance with the steps in this formula. This delays adjudication by requiring further submissions.

As a guide, you are firstly required to prove that you actually interviewed the candidate. Clause 3.15 requires adequate notes to be taken during the interview which forms the basis of the Consultant’s report to the Client, while Clause 2.8 requires that interview notes be kept for at least two years in a written or scanned format and that the method of interviewing be clearly recorded.

Checklist:
✓ Proof of your recorded interview notes;
✓ Date of interview;
✓ Method of interviewing.

Secondly, the Ethics Committee will require proof of the candidate’s mandate. Clause 3.9 requires our members to disclose specific information, and to obtain the Candidate’s express permission to represent them to that specific client for that specific vacancy. Proof of the candidate’s reworked CV sent to the client is certainly not sufficient to convince the Ethics Committee of your compliance with the second step in the formula.

Checklist:
✓ Written proof of your interaction with the candidate detailing the requirements as set out in Clause 3.9, these being:
  • Disclosure of the name of the client, position, key performance areas (KPA’s), hours, salary and benefits; and
  • Proof that the Candidate has provided their written express permission to you to represent them to that specific Client for that specific vacancy.
✓ Emails are the most valuable method as they record the full content of the interaction as well as verified dates and times.

Thirdly, the Ethics Committee will call for proof of the client’s acceptance of the candidate as an applicant as evidenced by the client’s request for an interview.

Checklist:
✓ Documentary proof from the client detailing the time and place of the interview;
✓ Proof that the interview did indeed take place; and
✓ Substantiating evidence relating to the extended offer.

Realise that if you are unable to provide the basics as detailed above, you will not be successful in winning a fee dispute. We aim to ensure that our investigations are thorough and in most cases also request proof, substantiating evidence and submissions from both the candidate and the client.

Banning the Candidate Liability Clause – an update

At the EGM on 15 March 2012, our members voted to ban the practice of the Candidate Liability Clause (CLC). The CLC Task Team are currently consulting with external legal counsel to amend the wording in the Code of Ethics to support the ban and provide a suitable legal remedy based on the Law of Damages. The proposed wording will be circulated to all members as part of the upcoming AGM process. In the meantime, our member’s are banned from using this practice.

Natalie Singer, presented at the Recruiter Indabas and provided guidance and a toolkit to address the root causes of counter-offers. You are also most welcome to contact her directly for any individual needs in this regard.
Multiple posting is a technology that enables a job ad to be put online to several places at once, whether to a job board or social media network, thus saving much time, money and effort. With the right analysis, frivolous or wasted spend is eliminated, says Kelly Robinson, founder of Broadbean Technology. He asks “Why would you not want your recruiting team to reduce time and money spend?”

Darren Brown, MD of Logic Melon tells onrec that the most competitive markets for multiple posting are the US and Europe, commenting that this normally coincides with a significant and mature job board market.

Although the South African market is not as mature, the increasing use of social media and free job posting sites, like Gumtree, mean that recruiters are grappling with a high volume of job posting administration.

The rapid advance of technology

Steve Langton, CEO of Googlyfish says they are constantly updating technologies to keep up with the modern day search patterns of candidates, saying “A candidate’s first point of call is no longer to go to one specific job board; they tend to do an initial search using one of the main search engines and go on from there.” Langton says posting to the vast communities on FaceBook, LinkedIn and Twitter can help a socially proactive company increase its candidate referrals, reach out further to passive candidates and see improved brand awareness. In Langton’s view the role of social networking in recruitment can only become stronger as more and more recruiters realise the power and cost efficiency of using this medium.

Joe Sweeny, of Vacancy Poster, says, “I believe that with the continued development of smart phones and apps, it will not be long before candidates will ‘smart search’ their desired vocations in a more timely and efficient manner, presenting the agencies with much faster response times. Currently there are several companies piloting alternative candidate offerings, in order to shorten the recruitment lifecycle.”

New technology makes recruiters not only more efficient by more effective as well with intelligent job posting tools, explains Darren Brown. He says, “Companies want to maximise the performance of their job advertising spend and their staff. Clients no longer want reams of data; they want a value interpretation based on the quality and cost of candidates on a number of axis including geography and industry. A few of Logic Melon’s clients like to review their analytic reports quarterly and drop the two poorest performing job boards and pick up two new ones. They also use this to highlight offices, teams and individuals who are performing well or poorly. On a geographic level they are steering their staff to advertise differently based on how job boards perform in different areas.”

But what about quality, not quantity?

Some may prefer the idea of quality not quantity, but Scott Taylor, Recruitment Media Director at recruitersite refutes this, “Although I agree in an ideal world you would post one job to one site and get one perfect response, online media is a beast with hundreds of thousands of jobs online at any one point in time. Even the leading job boards will only send you a respectable amount of suitable applications, if you’re lucky! By advertising across different channels you improve your chances of the talent online seeing your job vacancy.”

Taylor concludes, “So, if you want to reduce the time to recruit, attract the best talent and obtain the recruiting advantage, simply write appealing keyword rich job adverts and embrace the power of multiposting!”

Job posting to South Africa’s top job boards and social media
Manage your applications simply and better
Effective candidate managment
Measure advertising performance
Store and search only the CV’s you want and need

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Made by South Africans for South Africans
Interviewing candidates and gauging their fit for a culture and position is one of the most indispensable tasks a recruiter performs. The more a recruiter knows about a candidate, the better equipped they are to add value to the hiring process. That’s why getting to know the candidate and understand what they are looking for, along with overall qualifications, is so critical.

But there is more about candidates you should uncover if you want to do the best possible job of providing information (read: value) to hiring managers. Below are ten points in key areas that all recruiters should investigate for each candidate they interview — before they present the candidate to the hiring manager.

1. **Complete compensation details.**
   Understand exactly how the candidate’s current compensation package is structured. This means more than the candidate’s base salary; the base salary is just part of the overall package. Be sure that you ask about bonuses; if, how and when they are paid out, share options that have been awarded. Compile a complete list of benefits and how they are structured (not all benefits are equal) and know when the candidate is up for his or her next review, because this can alter their compensation.

2. **Type of commute.**
   Commute is a quality-of-life issue and discussing it is important. A ten-minute commute against traffic is very different than taking the car to a train and having to walk five blocks to the new organisation. If the commute to your clients is worse for the candidate than it is in his or her existing job, bring it up and see how the candidate responds. If the commute is better, use it as a selling point. By all means, be sure that you understand the candidate’s current commute and how they feel about the new one.

3. **The “what they want vs. what they have” differential.**
   Most candidates do not change jobs just for the sake of changing jobs. They change jobs because there are certain things missing in their current position that they believe can be satisfied by the position your organisation is offering. This disparity is called the “position differential” and it is the fundamental reason a person changes jobs. Know what this position differential is and you will be able to know if you have what the candidate is looking for. If so, you will be able to develop an intelligent capture strategy when it comes time to close.

4. **How they work best.**
   Some candidates work best if left alone, while others work best as part of a team. It is your job to know enough about the organisation’s philosophy and the way the hiring manager works to see if the candidate will either mesh or grind. Beware of recommending hiring a candidate who does not fit into the current scheme, because, at times, style can be just as important as substance.

5. **Overall strengths and weaknesses.**
   Be sure to get some understanding of the candidate’s strong points and the candidate’s limitations. All of us have strengths and weaknesses. Our role is to identify them and be able to present them to the hiring manager.

   **Hint:** Ask what functions the candidate does not enjoy performing. We are seldom good at things we don’t like.

6. **What they want in a new position.**
   Everyone wants something. Find out what the candidate wants in a new position. Be sure to do whatever is necessary to get this information. Feel free to pick away during the interviewing process with open-ended questions until you have all of your questions answered. It is difficult to determine whether a given hiring situation
7. Is the candidate interviewing elsewhere?
This is big; I don’t like surprises and neither do hiring managers. I always ask the candidate what else they have for activity. If the candidate has three other companies they are considering and two offers are expected, this is absolute need-to-know information. If the hiring manager wants to make an offer, it’s time to advise them as to what the competition looks like and move this deal onto the express lane, fast.

8. What it will take to close the deal.
This is a first cousin of #6 above but it is more specific and flavoured with a “closing the deal” mentality. #6 relates to what the candidate wants in a new position, but this one quantifies that want. For example, if the candidate wants more money, this is where you will assess how much it will take to close the deal. As another example, while #6 will let you know that the candidate wants to work on different types of projects, this one will tell you exactly what types of projects those are.

9. Can the candidate do the job?
Even though, as the recruiter, you might not be able to determine if this is the perfect candidate, you should exit the interview with an opinion as to whether or not the candidate can perform the functions of the position. Furthermore, that opinion must be based upon information that was unveiled during the interviewing process and not just a gut feeling. It has to be based upon what the candidate has successfully accomplished and how that aligns with the needs of the current position. If you can’t offer a solid opinion on this one, you need to dig deeper until you have a solid case for why the candidate can or cannot do the job.

10. Will the candidate fit into the culture?
Predicting the future is tricky business, but someone has to take a shot at evaluating a candidate’s chance for success. Not everyone that is capable of doing the job will have a successful run at the company, because culture does play a role in candidate success. For example, the culture of a buttoned-down insurance company is very different than the garage culture of a software startup. If you have a reason to believe that the person is the wrong DNA for an organisation, it is imperative that you raise the issue.

There are few things hiring managers value more than solid candidate feedback based upon a well-executed interview. Convey this information to the hiring manager and take one more step towards becoming a world-class recruiter.

Howard Adamsky has been recruiting since 1985 and is still alive to talk about it. A consultant, writer, public speaker, and educator, he works with organisations to support their efforts to build great companies and coaches others on how to do the same. He has over 20 years’ experience in identifying, developing, and implementing effective solutions for organisations struggling to recruit and retain top talent.

CALL Me!
BY: MAREN HOGAN

Imagine this scenario: You post a position, get several qualified candidates and start making lists and calling potentials to set up interviews. It used to be you only owed the desired candidates a call or even a call back. But in these days of candidate experience, the question begs asking: Do you owe bad candidates a call back?

In a perfect world, all candidates would get the best treatment, regardless of where they drop off in the process. Candidate experience isn’t just a buzz word it’s a noble cause that should move forward faster than it has. Busy or not, the argument goes, recruiters should go the extra mile to keep candidates and potential consumers feeling valued, appreciated or at least acknowledged.

Even going beyond the candidate experience, the case to call so-called “bad candidates” back is a strong one. After all, what does it say about your recruitment process, recruitment marketing, and screening operations when you have that many bad candidates to call back? Hireducated sums it up succinctly:

Unsuitable candidates are not to blame for their presence. They are there because they were told to be there...

The case to call back regardless of fit is a strong one but it doesn’t hold a candle to a busy recruiter’s day. Most recruiting departments and HR professionals spend their days trying to do much more with much less, handling far more than talent acquisition and candidate experience. So in between calling successful candidates, arranging assessments, scheduling digital or in-person interviews, and handling administration work, recruiters can be forgiven for wanting to forgo calls that are not only time consuming but even under the best circumstances, not very fun.

Perhaps the debate shouldn’t just be about calling, but about notification. Calling, while ideal, is time consuming, and candidates in this economy can find themselves as busy jobseeking as the recruiters interviewing them, so an email notification can be just as valuable. After all, the real goal of a notification to a “bad candidate” is to allow them to seek out other opportunities, thank them for their time and perhaps even suggest other opportunities which may be a fit. And email, even though it used to be a second-tier contact channel, is acceptable these days. No matter your stance on calling or notifying candidates who aren’t the right fit, it does need to be done. With marketing automation simple and relatively cheap, there is no reason not to let candidates know where they are in the process, even if they’re at the end. And Susan M. Heathfield from About.com talks about the right time to notify a candidate:

I know that many employers disagree with me, but I also believe you should call a candidate as soon as you determine that he or she is not the right person for the job. Many employers wait until the end, even as long as it takes for a new employee to start the job, before they notify unsuccessful candidates.

Final word? Candidates, regardless of fit, need to be notified and they need to be notified as soon as the recruiter can do so. Whether you actually call them or not? That’s up to you.

Maren Hogan is a seasoned marketer and community builder in the HR and Recruiting industry.
Some time ago I heard a wonderful song by Richard Mekdeci called Ready, Willing, and Worthy. So struck was I by the title that I found I could focus on nothing else for the remainder of the event. I am always on the lookout for the simple and effective things in work and life. And Ready, Willing, and Worthy immediately captured my attention as a simple and effective tool for exploring and making changes in your business.

Here is how it works:

Ready

In thinking about this first step of readiness, what immediately comes to mind is a race. In almost all racing events I have witnessed, the starter begins the race with some version of “Ready (or on your marks), Get Set, Go!” Think of the chaos if the starter simply yelled “Go!” Some people would be ready; others would not. I suspect there would be a bit of jostling and maybe even people who would trip and fall over one another.

Being ready means having a well thought out plan and having what you need to fully implement that plan. All too often, our human tendency is to jump right into an idea and then suffer the consequences of not testing our readiness.

Example: Joseph decided that his healthcare staffing company needed a new marketing strategy. His first instinct was to create a brand new four-colour brochure to grab the attention of buyers. In pricing this piece, he learned that the brochure he designed was going to cost more than R10,000. As he was writing the deposit cheque so the printer could begin the work, he asked himself a money-saving question: “What else do I need to know before I commit to this decision?” What he realised in asking himself this question was that he had almost jumped right in without being absolutely certain that this was the best move.

So Joseph did some further research and what he learned came as a bit of a surprise. He found out that staffing companies in other markets were having success using postcards instead of brochures. Joseph also learned that postcards were not currently being used in his area. In addition, when he thought more carefully about his current brochure, he realised there was absolutely nothing wrong with the one he was already using.

The result: For less than half the price of the new brochure, Joseph sent a series of postcards to prospects and clients in his area. Within four months his company picked up four large clients and nine smaller firms as customers. He had never seen that kind of return when sending brochures over the past ten years.

To test your readiness, ask yourself the following questions:

- What else do I need to know to make this decision?
- What have I overlooked?
- What would make me even more ready?
- Do I have everything I need to make this change?

So, are you ready?

Willing

Once you determine you are ready, it is important to ask yourself if you are really willing to do what it will take to fully implement the change.

Example: Pamela decided to add a new niche to her recruiting firm. After careful research, she determined that the financial services sector would be a great focus to add to her business. Through her digging, Pamela gained a clear picture of this potential market, the type of needs they had, and even a starting list of over 1200 prospects to contact. She had no hesitation in saying she was ready!

But this second step stopped her in her tracks. In asking herself, “Am I willing to do what it will take to achieve the desired result?” she came back with a resounding “NO.” In carefully thinking about what it would take for her staff to fully develop the financial services market, she realised how much attention...
that would divert away from their existing clients. She was also not willing to add additional staff or shift any existing resources to make this happen. What became clear was a strong desire to make better use of their existing base of prospects and clients.

The result: Her business grew by more than 50% in their current niche and they became known as the “go to” experts for recruiting needs for management positions.

To test your willingness, ask yourself these questions:

- Am I willing to do what it takes to achieve the desired result?
- How willing am I to make adjustments along the way?
- Am I willing to accept that this change may not turn out the way I think it will?

So, are you willing?

Worthy

Two quotes that refer to worthiness are: “You’ve gotta believe to receive” and “Energy flows where the mind goes.”

Example: Chandra had been trying to grow her book of business for three years. And for three years she consistently maintained the same level of sales. She was clearly ready. She proved her willingness by consistently sticking with and adjusting her plan during that time. Yet, nothing happened. That is, until she identified and removed a self-imposed roadblock.

You see, Chandra had heard a few prospects and clients refer to the staffing services her company provided as a “necessary evil.” What she had not realised until she asked herself, “Do I really believe in what I am doing?” was that she was buying into their perspective. So Chandra made a list of all the benefits of the service she and her company provided and reviewed it every day. At first, she was filled with doubt, but over time her thoughts shifted to a firm belief that her service was valuable, powerful, and of huge benefit to her clients.

The result: Within six months, Chandra added six new high-volume clients and more than doubled her sales volume.

To test your beliefs about worthiness, ask yourself these questions:

- Do I really, truly believe in what I am doing?
- What do I need to shift in my thinking to truly believe I am worthy of the success I desire?

So, are you worthy?

Lessons from the BEERMAT ENTREPRENEUR

Mike Southon is a true entrepreneur and has become well known in the UK as the Beermat Entrepreneur after his book, with the same title, became a business bestseller. He shared some secrets of entrepreneurial success at the recent CIEFT World Employment Conference by using the Beatles as his inspiration. Whilst the presentation was highly entertaining, with many in the audience singing along to the “much loved” Beatles tunes, some glistening pearls of wisdom were shared too.

Why should you be an entrepreneur?

This question may seem obvious, but according to Mike, truly successful entrepreneurs have several things in common:

- They want to make money;
- They want to make a difference to their friends/family;
- They want to make a difference to the world and believe in social enterprise (“doing good”);
- They want to have fun;
- They want the freedom to work as they want;
- They want to create wealth

Mike believes that in order to be a good entrepreneur you need to focus on the basics and these 3 key elements of success.

1. You need a good elevator pitch

No matter how good your idea is, if it’s not something that people want, you won’t sell it! Apply the five P’s to your elevator pitch preparation to identify a successful product/service:

Pain – What problem do you solve?

Premise – How will you do this? Remember to be local, reliable & nice.

People – Who are your people? Having the right people is critical to sustainable success.

Proof – What do your happy customers say about you?

Purpose – Why do you do this?

2. You need a mentor

Find a “foil”; someone with the opposite set of skills to yours. Usually this is someone who is good with finance as entrepreneurs are typically good at big ideas but bad at managing cash flow and admin. Engage with them regularly to keep focussed and on the right track.

3. You need at least one good customer

Without customers, your business will never succeed. Happy customers tell other people who will likely become your customer in future. Remember to be nice, and if you make a mistake, fix it

When it’s all said and done, there is a vast difference between Money and Wealth. Wealth is what is left when you’ve lost all of your money and is intrinsically linked to your reputation. The way to build real wealth is to operate each day in all aspects of your life remembering the following simple principles:

- Remember to treat people as you’d like them to treat you.
- Help people, but don’t go broke in the process.
- Tell the truth, without blame or judgement.

If you’re interested in learning more simply visit www.getmentoring.org.
THE Only RECRUITMENT METRIC THAT MATTERS...

BY GREG SAVAGE

You have a lot of things to do in your job. Am I right?

You are super-busy all the time. Candidates to interview. CVs to prepare. References to take. Sales calls to make. Visits to go on. Calls to return. Admin to tie up. Your company also has a raft of KPI’s and activities they want you to meet. It never ends.

And it’s all so important. But bring it in tight everyone. There is only one thing you need to measure when it comes to being a perm or search recruiter.

The golden metric

How many of your candidates are sitting opposite your clients?

That is it.

‘Client Candidate Interviews’, or CCIs as we call them at my company, Firebrand.

Yes, our ultimate goal is placements. And the happy clients, happy talent and happy “us” that will result from lots of placements. But placements are the outcome. We don’t make the job offer. So we can’t control the outcome.

We need to focus on the activity that leads to the outcome. What is the one thing that must happen for a talent to be hired?

They get interviewed!

Everything else you do in this job either leads up to that happy moment, or supports the outcome of that event. (Of course quality counts too! You have to take qualified job spec and find great talent to make a great match. But that’s a given, right?)

The reality is that if you arrange for one candidate to sit opposite one client in one week, you can by definition make... one placement! And only then, if all the recruiting Gods are smiling on you. But if you get three interviews on different jobs you could get three placements. Or three interviews on the same job, exponentially increases your chances of one placement. And, if you get 15 candidates sitting in interviews... imagine the potential.

The point is you’ve got to set up lots and lots of interviews! So obvious I know. Yet I often hear what a great week a recruiter had, and when I dig a little... busy, busy, busy... but no CCIs!

It’s in the CCI that the magic happens!

So you have had a ‘busy’ week. Go, go, go! You are so tired. So satisfied you have given it your all. Ask yourself as you open that first beer Friday at 6pm.

“How many of my candidates are sitting down opposite my clients as a result of what I did this week?”

None? # epic fail!

Bill Radin’s

5 TIPS TO IMPROVE CANDIDATE INTERVIEWING

Your candidates often only get one chance to impress your client and the more you can assist them to make a good first impression, the more placements you’re likely to make!

Unfortunately, there’s no industry standard for interview preparation. A hands-off approach saves time, but produces an ill-informed and potentially toxic candidate. On the other hand, a hyper-prepped candidate requires a huge investment in time and might come across as slick, canned or phony.

As in most aspects of recruiting, it’s best to strike a balance between the two extremes and keep things quick, simple and easy to remember. After all, your goal is to give your candidates guidance without wallpapering over their souls—or their spontaneity.

1. Presentation. First impressions are important, so make sure your candidates’ wardrobe, hygiene and accessories (including CV and/or samples of their work) are appropriate for the interview. If you can’t meet with your candidates in person, run through a checklist the night before the client interview.

2. Self-confidence. A CV or referral got them in the door, but their ability to sell themselves will get them the job. If your candidates don’t believe they have what it takes to succeed, the employer won’t, either.

3. Critical skills. Most jobs have a single piece of work that takes priority over everything else. During the interview, your candidate will need to find out—or confirm—what’s most important to the client and explain how they can solve the problem. If the potential employer can’t visualise your candidate as the solution, the person probably won’t get hired.

4. Demeanor. Employers are quick to hire candidates who are upbeat, engaged and enthusiastic. But they’re just as quick to take a pass on those who are dour, detached and listless. Remind your candidates that people are hired and fired for reasons other than their skills, so an attitude adjustment may be necessary prior to the interview.

5. Empathy. Understanding how others feel—without criticising or passing judgment—is the single most important “soft skill” in business. And in the context of a job interview, an expression of empathy will help your candidates sidestep a multitude of common landmines.

Candidates who handle complex or difficult situations in a mature way, will always come across more positively and all things being equal, the greater a candidate’s demonstration of empathy, the greater their odds of being hired, particularly when being considered for a management role.
Over the past few years I’ve made some pretty wild assertions about how to hire better people. While they have caused quite a stir, and despite the inevitable nay-saying, they’ve all proved to be extremely effective.

Here are my choices for the top 10 wackiest ideas on how to hire better people.

1. Recruiting processes must be designed to hire great employees, not great candidates.
2. Traditional job descriptions prevent companies from hiring top people.
3. Behavioural interviewing has limited value in assessing candidates for bigger jobs.
4. You only need one question to assess candidate competency and motivation.
5. Historical cost and time metrics are useless for recruitment process control.
6. Job boards aren’t worth squat unless you know the secrets of semi-sourcing.
7. Stop looking at the CVs of, or talking with, unqualified people.
8. Applicant tracking systems (ATS) need to be designed and based on the needs of great recruiters and top candidates.
9. Networking is still the best way to find and hire top people.
10. The quality of the recruiting team determines the quality of the people hired.

If you’re not hiring enough top people, you’re probably limiting yourself by not thinking out of the box enough. To get started simply try implementing some of these ideas. If nothing else is working maybe it’s time to get wacky?

- **Hire top employees, not top candidates.**
  Top employees are competent and motivated to do the work, they work well with others, and they exceed expectations. Top candidates, on the other hand, have great CVs, are enthusiastic, on time, and prepared, and make good first impressions. If too many of your new employees fall short once on the job, you’re probably hiring top candidates instead of top employees. This typically happens when you overvalue presentation skills at the expense of performance. Research shows that only one-third of the best employees present well, and two-thirds of those that present well aren’t top employees. So you’re missing a lot of great people and making a lot of mistakes by using the wrong measurement stick.

- **Make sure your job descriptions define success, not skills.**
  It’s been shown that clarifying expectations upfront is the key to achieving peak performance. When you over-emphasise skills and experiences to screen candidates, you inadvertently preclude the best employees from consideration. Here’s an idea: minimise the use of traditional job descriptions in any of your job vacancy postings. Instead, describe what people need to achieve with these skills and some of the opportunities available. Then watch the quality of your candidates soar. It’s what people do with what they have that determines their success, so play this up. This is why performance profiles that list the real job deliverables in priority order is the first step to hiring stronger people.

- **Combine behavioural interviewing and the one-question interview.**
  For higher level positions, traditional behavioural interviewing has limited value. Part of this is due to the fact that multiple behaviours are needed to perform more complex tasks (e.g., management plus initiative plus team skills). The other part is the need to assess the environment, culture, and performance requirements of the job during the interview. These problems are solved by asking candidates to describe their major accomplishments in great detail. This is the one-question interview. Then use behavioural questions to clarify how each task was accomplished. This way, you can assess how the candidate’s mix of behaviours and skills were used to achieve results.

- **Use better metrics, or measure the right stuff in real time.**
  For strategic game-breaker positions, candidate quality must be the key driver, not cost or time. Quality still should be the primary metric for any important positions that directly affect company performance. For less important positions, time to fill and cost per hire are valid measures of success. Frequently these are the positions that can be outsourced. However, to impact results here you still should measure activity when it occurs, not weeks or months later. This is the big lesson learned from systems like Six Sigma: errors need to be tracked and eliminated as close to the time they occur as possible.

- **Use semi-sourcing and job branding to improve job board advertising.**
  There are many top people who look at job boards infrequently, generally after a particularly bad day. These are what I call semi-active candidates. While these people want another job, they won’t jump through hoops to apply unless the job is attractive. If you design your
advertising to attract these less-active candidates, you’ll be able to find some exceptional people at very low cost. To attract their attention, make sure your ads are highly visible and compelling, and then make sure that you describe opportunities rather than emphasise requirements. If the job directly ties to the company strategy, all the better. This whole process is called job branding. Now consider this: the Corporate Executive Board’s Recruiting Roundtable has shown that job branding is one of the two most important things you must do to hire top people. Don’t forget, though, that you must call these people within 24 hours (the half-life of semi-active candidates), so efficient backend systems are important.

- **Pre-qualify everyone.**

Recruiters spend too much valuable time looking at the CVs of, or talking with, unqualified candidates. Stop. The best applicant tracking systems have great filtering systems to rank order CVs. If the candidates at the top of the pile aren’t good enough, don’t look at any more CVs. Instead, run a more compelling and visible ad, or expand your sourcing channels. Also, make sure all referred candidates are pre-qualified, whether you obtained these names by networking or through other referral programmes.

- **Candidate- and recruiter-friendly ATSs should not be optional features.**

Most Applicant Tracking Systems (ATS) are designed around a requisition-based workflow. Recruiters don’t work this way. Their work is based on task priorities. The best ATSs adjust for this by providing customisable desktops with folders and alerts to ensure that important data is pushed to the recruiter daily. Semi-active candidates don’t have time to apply, so candidate-friendliness must also be an integrated ATS design feature. Unfortunately, too many ATSs were designed to meet the needs of the purchaser rather than their primary users. Recruiter productivity will soar along with better candidates with the addition of these two features.

- **You’ll still find the best people through networking.**

You should be able to hire at least 50% of your people by aggressively networking with your best employees, top candidates, industry experts, vendors, customers, and trade association members. This is a vast source of untapped and readily available talent. To start this, you’ll need great recruiters working the phones asking for the names of top people, not for those looking for jobs. Then you must brand your jobs as described above, clearly describing the deliverables. Of course, you must make sure the application process is super easy. When networking is done properly, you’ll quickly have many more great people checking out your website and attempting to apply. Don’t disappoint them.

- **Great recruiters are needed to hire great people.**

The best people always have multiple opportunities. They get counter-offers, have second thoughts, and consult spouses and advisors for advice. Recruiters are the ones called upon for this extra information, counselling, and hand-holding. They must know the job, they must interview well, and they must be able to negotiate fair offers despite having too many other things to do. Make sure you assign your strongest recruiters to handle your strategic game-breaker positions. Then, even if you don’t do everything described above, you’ll still be able to hire the best people for these critical positions. Unless the hiring managers do it themselves, the quality of the people a company hires correlates directly with the quality of the recruiters involved.

My biggest wild and crazy idea is the possibility that hiring top talent can be a systematic business process. You’re 90% there if you do everything described above. Wow! Now that’s the wackiest idea of them all.
Since 2001 Placement Partner has evolved into the leading database solution used by the most successful recruitment companies in the market.

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