



BROWN BAG RECRUITER

Program Overview and Curriculum Guide

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BROWN BAG RECRUITER is something new. It is a program designed to meet the needs of recruiters who live and work in the South Florida metro area.

As an online resource it is meant to be useful to students, recruiters and staffing professionals no matter where they are physically located.

The program is geared toward people who want to combine networking and personal development with a manageable schedule of continuing education.

The content is produced to coincide with our working through the curriculum. We meet regularly – most likely over breakfast but sometimes for lunch – and work our way through the courses – literally and figuratively!

If you are not in the South Florida metro area feel free to use any of

our materials to support your own initiatives.

As the program unfolds you can use or share it with peers and friends. If you like you can use the program for self-paced study. It's up to you.

For participants in our scheduled events the goals are simple:

- **Help corporate recruiters** develop at a pace that is consistent with their interests, schedules and budget.
- **Give committed participants an advantage.** That includes a systematic approach to getting the job done and access to the tools and techniques practiced by recruiters who are at the top of their game.
- **Support local businesses** that want to improve their ability to find, attract, hire and grow good people *and are willing to do something about it.*

- **Facilitate meaningful relationships** for every one who is involved in the network we are creating.

Whatever it is, we hope you find something in BROWN BAG RECRUITER that will be useful to you as you too seek to hone your own skills and make new connections.

BASIC TRAINING

The ideas, tools, techniques and their application are supported by an underlying approach throughout...

Recurring Themes	Systematic Process
Behavior	
Attitude	<i>Success factors</i>
Skills	
Intuition	
Cognitive skills	<i>Problem solving</i>
Targets	
Results	<i>Metrics</i>
Analysis	
Implications	
Needs and expectations	<i>Decision making</i>
Influence	
Negotiation	
Guts	<i>Execution</i>

This systematic approach is applied throughout the program, in practice and in our one-on-one coaching.

The basic recruiting know-how that we teach comes from our own experience on the job, in both corporate and agency settings.

We reference well-respected sources and methods which have been proven or tweaked in practice. Also, we draw from and adapt the latest thinking from the worlds of HR and recruiting, organizational development, business strategy, sales and marketing, organizational learning, and coaching.

WHAT MAKES BROWN BAG RECRUITER SO DIFFERENT?

First, we want to help remove the barriers that prevent many people from getting involved in a training program. Typically these include easy access, the usefulness of the training itself, time and money.

By scheduling our meetings in West Palm Beach, Ft. Lauderdale and Miami the program is easily accessible to local recruiters.

Of course, with the materials available online and our regular schedule of webinars, video conferences and so on, the training and resources are freely available to anyone who has an interest.

“...not just another toolbox but useful concepts for everyday recruiters”

The curriculum is broken out into a series of learning tracks.

Typically a half-day intensive workshop launches each new track. The tracks are made up of six to 10 sessions each.

Sessions run for 90-minutes or so. Sharing a lesson and a meal means everyone has the chance to get to know each other, learning together.

If anyone can't make a session there is ample opportunity to make up the class either up or down the road and/or online.

WHO PAYS THE PIPER?

The cost of providing the training is

covered by sponsors who underwrite one or more of the learning tracks and help in other ways.

There is no *quid pro quo* intended. Each sponsor has been invited to participate because they add something of value. They also share the communal goals of the program.

The only expense that students bear is a portion for renting the room,

paying for the food and tipping the help. This normally runs around \$18 per person, a little more for the half-day workshops.

BROWN BAG RECRUITER is a work in progress. Things may change on the fly. We're flexible.

Above all else the program is meant to *serve* the people who are involved and committed.

TRAINING IS NOT AN EVENT, IT'S A PROCESS!

REINFORCEMENT TRAINING and COACHING

The enduring value of BROWN BAG RECRUITER is realized in continuing education and the practical application of our system.

Through an ongoing process of study, practice, coaching, application, assessment, refining, and repetition, recruiters quickly develop ownership of the BROWN BAG RECRUITER approach.

Onsite programming, reinforcement training and one-on-one coaching is arranged separately on an individual or corporate basis.

Please let us know if you would like to learn more about that.





No text books!

CURRICULUM GUIDE: PART ONE

The first learning track is made up of a half-day workshop to kick things off. This is followed by up to ten 90-minute sessions. The schedule for these is posted online.

The first series of sessions serve as a foundation course. The basic concepts are explored and the BASIC TRAINING system demonstrated with real life examples,

We establish the basis for individual coaching and customization of the content. Meeting the specific needs of each participant is an important element of the program. Developing an understanding of the circumstances that impact each recruiter on-the-job is a primary goal.

Topics covered in the half-day kick-off session include the following primers:

- **Defining the role of 'recruiter'** in settings that vary in on-the-job demands, experience, resources, leadership, market conditions, candidate behavior and so on.
- **An introduction to BASIC TRAINING** and examples of how it is applied at the beginning of the recruiting cycle.
- **'Starting with the end in mind'** including job and candidate profiling as the basis for developing recruiting advantage.
- **No cost/low cost recruiting strategies** using a variety of free sites and engines for candidate sourcing, lead generation, competitive intelligence and so on.
- **Establishing a role as business partner** including how to manage hiring managers, candidates and peers.

Core elements and ideas explored in PART ONE include the following:

THE RECRUITER AS BUSINESS PARTNER

As context for the technical training and useful know-how that is shared we examine the role of recruiting as strategic function.

With the group’s focus, interests and needs in mind we seek to find answers to the following types of question:

What is meant by talent and talent acquisition? We discuss new ways to view the recruiter’s role as a strategic player within the organization and think about what that means:

- How are recruiter’s exercising their influence and making a difference?
- How to develop a competitive advantage. We demonstrate

how recruiting can be repositioned from a process-driven function to a more professional operation with a strategic focus.

- We consider how training can assist in the transition from the recruiters traditional support role to a mission-critical one.
- We explore ways to become proactive and for recruiters to become sought-after talent consultants versus the traditional model of being in a reactive, administrative mode.
- We discuss why this is an exciting time to be a corporate recruiter. And it is!

Roles, Responsibilities, and the Recruiting Process. We contrast the differences between job skills and the recruiters’ role in delivering value.

We discuss:

- How recruiting is more like sales and marketing than any other business function. If that’s true, how do we use that approach in our dealings with hiring managers and candidates?
- The difference between things like job titles and job families, and how understanding these differences are a good first step to take towards achieving the organization’s business and staffing objectives.
- Other areas for comparison may include the following:

Why being strategically positioned is better than being requisition-driven and ‘service-oriented’

Why candidate profiling serves the recruiting process better than working from job descriptions alone

Why sourcing as a continuous, strategic process is better than generating resumes to satisfy ad hoc recruiting needs

Why the use of situational and/or behavioral interviewing is better than a 'scripted' presentation

Why quality is better than quantity

Why hiring managers will thank you for using screening and assessment tools before referring candidates over

Why hiring tools may be better than interview-based systems

What it means to 'recruit at all costs but without compromise.'



BROWN BAG RECRUITER, BASIC TRAINING AND ALL THAT JAZZ

We introduce the basic concepts in our method as they relate to our training system, the development of *core competencies, professional and*

personal development, job performance, and metrics and so on.

Practical examples are used to show how BASIC TRAINING works with everything covered in *Roles, Responsibilities, and the Recruiting Process.*

FROM SELLING TO SOLD

We outline the basic competency model used in the BROWN BAGRECRUITER training program.

In turn, this is related to the individual goals of the students and, as far as possible, the strategic objectives of their organizations.

In PART ONE we cover the following foundational elements:

Job and candidate profiling

including the creation of job functions/definitions and relating them to departmental, operational and performance goals:

- Creating candidate profiles and knowing what to do with them
- Reading between the lines of a requisition to uncover hidden success factors and potential problems
- Managing the intake process particularly as it relates to soft and hard skills analysis, previous work experience, and on-the-job assessments and so on.
- Dealing with hiring managers and setting expectations.

Candidate sourcing: We put the emphasis on creating an inclusive sourcing strategy and plan:

- Acquiring resources and management buy-in to effectively deliver the plan
- Creating effective recruitment communications (ads, postings, conversations and so on)
- Managing agencies and recruitment media/vendors based on performance requirements and so on
- Using the internet and other tools to uncover active and passive candidates who best fit the profile
- Identifying potential candidate sources including competitor organizations, colleges, associations, and developing alternate sources
- Networking to develop potential candidates, including employee referral programs,

online social networks, and personal contacts

- Evaluating and measuring sourcing strategies and reporting sourcing metrics
- Selecting the best strategy for the job in hand and modifying it as necessary to optimize flow.

Screening and assessment: We systematize qualifying candidates based on the profile, motivational fit and other critical factors:

- Recognizing candidates who are the best fit for particular job categories
- Reading between the lines of a resume to uncover hidden issues, motivations, and potential
- Using assessment tools and technology to support the

screening process

- Selecting the appropriate tools and technology for the job families being recruited for
- Structuring interview and behavioral interview questions
- Assisting hiring managers with their part in the assessment and selection process.

Managing candidates: We establish the basis for effective communications to make the initial contact count:

- Establishing credibility and respect with candidates
- Understanding what turns candidates on and off
- Actively listening to candidates and effectively answering their questions

and/or concerns

- Communicating the organization’s value proposition and the most best opportunities given the candidate profile
- Managing multiple candidates for a variety of working requisitions



MEASURING WHAT MATTERS MOST

KEY PERFORMANCE INDICATORS

Measuring everything from time and money, work flows and output, recruiter efficiencies and so on is one of the cornerstones of running a winning operation. Throughout the course we share the basic techniques for gathering and interpreting data. We show you how to apply that knowledge to achieve incremental improvements.

For serious students who want to measure their personal progress in these areas they can get started with a comprehensive assessment. This provides the basis for mapping out a personalized training program and performance plan. To find out about this option, email: info@brownbagrecruiter.com, or call: (561) 283-4744.

- Networking with candidates to expand your contact network
- Creating and marketing to private talent pools
- Using technology to track candidates and manage personal contacts
- Maintaining the applicant tracking system
- Increasing speed to hire
- Maintaining contact with candidates post-close for feedback and referrals.
- Presenting candidates and their potential value to hiring managers and the organization
- Dealing with and overcoming candidate or hiring manager objections
- Brokering the deal between the company, candidate, and hiring manager through effective communication, expectations management and adherence to timetables and other conditions

Selection and closing: We look at how to present the organization, job and other selling points to candidates:



- Gaining commitments and closing the requisition
- Collecting data for compliance and performance metrics.

Managing the business: We provide the basis to become aligned with the organization’s vision, mission and strategic goals in practical and meaningful ways:

- Aligning activities and outcomes with departmental goals
- Managing activities and allocating resources with respect to standard operating procedures
- Establishing credibility and respect with hiring managers and providing excellent customer service
- Understanding and responding to the special needs of hiring managers, supervisors, executives, and peers

- Effectively setting schedules, expectations, and account-abilities and following through
- Building a business case and consensus with those involved in the recruiting and hiring process
- Actively listening to hiring managers and effectively addressing their questions and concerns
- Developing and maintaining competitive and market intelligence.

**PERSONAL P's: PASSION,
PERFORMANCE AND PRIDE**

We introduce the key success factors used in the BROWN BAG RECRUITER training program.

We explain how managing and measuring individual recruiter's skills training, professional development, and personal coaching will be handled.

The underlying approach is to show how a supportive outlook can accelerate the expected results and how staying on track will enhance the overall training experience.

As a result, recruiters will know:

- How best to exploit the resources made available to them
- How to benefit most from the training and interaction with their coach and peers
- How personal effectiveness and improvement should be measured.



PART TWO: ONGOING TRAINING, COACHING AND SUPPORT

There is a growing evidence to suggest that reinforcement training in a communal setting along with one-on-one coaching produces better results.

Recruiters who are engaged in this way demonstrate improved performance at a faster pace.

Also, corporate and department training goals can be achieved in shorter timeframes.

Our reinforcement training is delivered over breakfast or maybe lunch in any one of a number of convenient locations.

For trainees who cannot make it the sessions are streamed live and archived for later viewing.

The ongoing training sessions are generally organized under the following content categories...

BASIC TRAINING: A SYSTEMATIC APPROACH

These sessions deal with the practical application of the BROWN BAG RECRUITER program:

CORE RECRUITING SKILLS

- Building candidate profiles
- Clarifying job requirements
- Finding and attracting the best candidates
- Making candidate contacts
- Screening and selection
- Guiding the selection process
- Negotiating agreements

KEY PERFORMANCE INDICATORS

- Goal setting and performance tracking
- Questioning and probing skills
- Customer relationship management
- Interpersonal skills

- Results delivery
- Agreement negotiation

“Our coaching is designed to ease the process of transition and growth that comes with pushing the learning and performance boundaries.”

ON-THE-JOB SKILLS

- Developing scopes of work
- Managing the intake process
- Consultative selling, internally and externally
- Developing market intelligence
- Goal setting and organization
- Scheduling and resource allocation

- Candidate management
- Network management
- Performance metrics and reporting
- Strategic planning and talent acquisition
- Avoiding OFCCP, ADA, and/or
- EEO issues
- Ethical questions and professional standards

RECRUITING SALES AND MARKETING: AN INTER-DISCIPLINARY APPROACH

These advanced sessions are based on our distinct interdisciplinary approach to recruiting:

SYSTEMATIC SELLING

- The 'Success Triangle' (behavior, attitude, and technique)
- Research and sourcing
- Candidate contact, bonding, and rapport
- Up-front contracts and managing expectations

- Delivering what candidates need and hiring managers want
- Finding, uncovering, and fixing 'pain'
- Budgets, compensation, and the money steps
- Presenting the value proposition
- Objection handling and problem resolution
- Decision making and the selection process
- Post-selling candidates and customer care
- Developing a recruiter's 'playbook'

RECRUITMENT MARKETING

- Campaign development and delivery
- Making your employer brand work
- Developing compelling messages
- Engaging and motivating candidates
- Stimulating, managing, and measuring response

- Managing media, vendors, and marketing dollars
- Niche marketing: college, diversity, elderly, military and other campaigns
- Marketing inside the organization: employee referral and retention programming

DEVELOPING COMPETITIVE ADVANTAGE

These advanced sessions cover a variety of topics designed to give recruiters an edge. The content covered includes the following:

- Reading the and staffing landscape
- Advanced internet sourcing (such as Boolean searches and flipping sites)
- Advanced direct sourcing techniques
- Researching and discreet recruiting
- Guerilla sourcing techniques
- Sourcing with no budget

- *Recruiting 2.0 (blogging, podcasting, reverse posting, search engine optimization and other approaches)*
- *Advanced cold calling techniques*
- *Talent pool development, management, and marketing*

Branding tactics

THE EXECUTIVE RECRUITER: LEADERSHIP, PARTNERSHIP AND EXECUTION

These sessions further develop the recruiters' executive role. Topics covered include the following:

- *Developing audits, checklists, and surveys to support the case for recruiting*
- *Building a compelling business case and winning commitments*
- *Workforce planning (projecting hiring needs, supply, and demographics)*
- *Managing recruiter workloads and workflow*

- *Performance tracking, strategic planning, resource allocation, and calculating ROI*
- *Managing up and down the line; managing multiple bosses*
- *Managing interdepartmental relations*
- *Business consulting (competitive compensation, use of technology, recruitment tools, and retention issues)*
- *Building consensus and reaching agreements.*





ONE-ON-ONE COACHING

As we've said, coaching and personal involvement is the key to optimizing success of our program.

We recognize that adult learning is enhanced by programs that are tailored to meet personal needs, individual skill levels, self-directed learning, professional aspirations, and personal motivations.

Our coaching is designed to ease the process of transition and growth that comes with pushing the learning and performance boundaries.

BROWN BAG RECRUITER coaching and mentoring is individualized and geared toward the following achievements:

- *An understanding and application of the program and its specific principles*

- *Individual goal setting and coaching as it relates to personal performance*
- *An alignment of personal performance with organizational and departmental goals*
- *Efforts focused on attaining agreed deliverables and obtaining feedback*
- *The development of action plans and progress tracking*
- *An increase in output and efficiencies and the facilitation of discovery*
- *Pre-event strategizing and post-event debriefing*
- *Positive outcomes, problem solving, and process*
- *The motivation and encouragement of supportive behaviors*
- *The right balance between the demands of the business and the needs of the recruiter*
- *Heightened commitment and increased retention levels.*

BROWN BAG RECRUITER PROGRAM LEADER: AMITAI GIVERTZ

With 10 years and more in leadership roles for recruitment process outsourcing, talent management consulting and recruiter training firms, Amitai Givertz sees the world through the prism of employers, recruiters, candidates and vendors.

In his current role as an innovator, advisor and coach Ami focuses on developing ways to improve the overall experience and outcomes for everyone involved in the recruiting process.

Ami has been involved in creating and delivering training and development programs for recruiters, sales teams and leadership for close to 15 years.

His unique style of teaching and coaching is designed to help folk connect with the subject matter in

ways that makes sense to them personally and corporately, accelerating their growth and enjoyment.

Ami writes daily for a number of online publications that examine recruiting, business and innovation.

He is the Editor for *RecruitingBlogs.com* and a contributing editor on *Recruiting.com*. Ami also sits on the Advisory Board for Kennedy Information's *Recruiting Trends* and is a member of the Human Capital Institute's Expert Advisor Panel - *Internet Recruiting 2.0*.

Serving the local recruiting community, Ami is also the Founder of *South Florida Metro Recruiters*.

South Florida Metro Recruiters is group for local recruiters and their friends. It is a place to share and network in person and online.

<http://amitaigivertz.com>

BROWN BAG RECRUITER PROGRAM SPONSORS

Please bear our sponsors in mind when the need arises for the services they provide. They make this program possible.





BROWN BAG RECRUITER
TRAINING FOR RECRUITERS
ON THE GO...

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