Building Next-Generation Strategic Staffing Capabilities

UNIVERSITY of CALIFORNIA

7 December 2011
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ROAD MAP FOR THE PRESENTATION

Quick Look at the External Strategic Staffing Landscape

Next-Generation Strategic Staffing Capabilities

Tactics for Developing Next-Generation Strategic Staffing Capabilities
WORK FREQUENTLY CHANGES GIVEN THE PACE OF ORGANIZATIONAL RESTRUCTURING

Rapid Pace of Organizational Change
Percentage of Organizations Undergoing a Major Redesign Initiative in the Last 12 Months

- 81% Organizations Undergoing Major Redesign Initiative

Poorly Defined Work
Percentage of Organizations Indicating Effectiveness at Redefining Workflows

- 36% Effective or Very Effective

Rising Complexity for Recruiting
“I Work on Requisitions with Rapidly Changing Circumstances or Requirements”
Percentage of Recruiters

- 32% Less Than Somewhat Frequently
- 40% Frequently
- 28% Somewhat Frequently

“Our work on restructuring the organization has far outpaced the ability of our hiring managers to define the new requirements of our jobs.”
Recruiting Executive
Consumer Goods Industry
STRATEGIC STAFFING IS OVERWHELMED WITH A LARGE VOLUME OF UNQUALIFIED APPLICANTS

Application Volume per Requisition

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume</td>
<td>100</td>
<td>228</td>
<td>267</td>
</tr>
</tbody>
</table>

\[ \Delta = 128\% \]

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>Volume</td>
<td>100</td>
<td>228</td>
<td>267</td>
</tr>
</tbody>
</table>

\[ \Delta = 17\% \]

Application Quality
Percentage of Applicants Meeting Basic Requirements, 2011

- 60% Does Not Meet Basic Requirements
- 40% Meets Basic Requirements
CURRENT RESOURCES ARE UNDER STRAIN GIVEN HIGHER DEMAND AND COMPLEXITY OF STRATEGIC STAFFING

Changes in Recruiting Budgets and Workload
Percentage of Organizations: Forecast Change

RECRUITING BUDGET (2010 to 2011)

- Decrease: 29%
- No Change: 36%
- Increase: 35%

RECRUITER REQUISITION LOAD (2009 to 2010)

- Decrease: 14%
- No Change: 27%
- Increase: 59%

Changes in Recruiter Responsibilities
Average per Recruiter

BUSINESS UNITS SERVED

- 2007: 3.9
- 2010: 5.0
- \( \Delta = 28.2\% \)

HIRING MANAGERS SERVED

- 2007: 18.3
- 2010: 22.0
- \( \Delta = 20.2\% \)
QUALITY OF HIRE AND NEW HIRE AND HIRING MANAGER SATISFACTION HAS DECLINED

Quality of Hire
Percentage Rated Above Average (Indexed)

New Hire Satisfaction with Hiring Process
Percentage Rated 8 or Higher on 10-Point Satisfaction Scale (Indexed)

Strategic Staffing’s Strategic Business Influence
Percentage of Hiring Managers
STRATEGIC STAFFING ATTITUDES, EXPERIENCES, AND SKILLS DRIVE UP QUALITY OF HIRE

Relative Impact of Major Recruiting Enablers on Quality of Hire
Percentage of Impact Explained

- Attitudes: 44%
- Experiences: 35%
- Skills Sets: 21%

- Development
- Performance Management
- Workload

- Budget
- Spend
- Structure
- Technology

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ROAD MAP FOR THE PRESENTATION

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Tactics for Developing Next-Generation Strategic Staffing Capabilities
STRATEGIC STAFFING NEEDS TO MOVE BEYOND PROCESS MASTERY TO STRATEGIC INFLUENCE

Relative Impact of Recruiter Capabilities on Recruiter Performance
Percentage of Impact Explained

- 15% Process Expert
- 33% Pipeline Manager
- 52% Strategic Advisor

The percentage of strategic staffing consultants who currently qualify as Talent Advisors.

Differentiating Talent Advisor Capabilities

19%
ROOM FOR IMPROVEMENT IN STRATEGIC INFLUENCE

Relative Impact on Strategic Staffing Performance
By Captured and Uncaptured Benefit Based on Recruiter Proficiency

How to Read the Chart

**Total Relative Impact**
The total relative impact of moving recruiters from low to advanced proficiency

**Uncaptured Impact**
Impact not captured by the average recruiter

**Captured Impact**
Impact already captured by the average recruiter

Differentiating Talent Advisor Capabilities
A CLOSER LOOK AT PIPELINE MANAGER AND STRATEGIC ADVISOR

Impact of Talent Advisor Capabilities on Strategic Staffing Performance

<table>
<thead>
<tr>
<th>Strategic Advisor Capabilities</th>
<th>Pipeline Manager Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm-Specific Strategy Knowledge</td>
<td></td>
</tr>
<tr>
<td>Hiring Manager</td>
<td></td>
</tr>
<tr>
<td>Persuasion</td>
<td></td>
</tr>
<tr>
<td>Lead Generation</td>
<td></td>
</tr>
<tr>
<td>Labor Market Expertise</td>
<td></td>
</tr>
<tr>
<td>Firm-Specific Business Acumen</td>
<td></td>
</tr>
<tr>
<td>Candidate Assessment/Selection</td>
<td></td>
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<tr>
<td>Needs Definition/Job Intake</td>
<td></td>
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<tr>
<td>Understanding Job Requirements</td>
<td></td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td></td>
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<tr>
<td>Candidate Conversion</td>
<td></td>
</tr>
<tr>
<td>Web 2.0 Skills</td>
<td></td>
</tr>
<tr>
<td>Client-Specific Business Acumen</td>
<td></td>
</tr>
<tr>
<td>Candidate Interaction</td>
<td></td>
</tr>
<tr>
<td>General Business Acumen</td>
<td></td>
</tr>
</tbody>
</table>

20% 17% 16% 16% 15% 14% 14% 12% 12% 11% 10% 10% 9% 8%
## High-Impact Talent Advisor Capabilities and Behaviors

<table>
<thead>
<tr>
<th>Talent Advisor Capability</th>
<th>Key Idea</th>
<th>Talent Advisors’ Knowledge and Behaviors</th>
</tr>
</thead>
</table>
| **Firm-Specific Talent Strategy Knowledge**       | **Bring the voice of talent strategy to hiring decisions** | ▪ Identify how changes in business strategy impact talent needs  
▪ Help hiring managers make trade-offs between quality and speed  
▪ Inform hiring managers what skills or characteristics matter most when they evaluate candidates |
| **Hiring Manager Persuasion**                     | **Challenge—don’t just satisfy—hiring managers** | ▪ Ensure hiring managers prioritize position requirements based on business need  
▪ Outline the talent and business risks of hiring specific candidates  
▪ Challenge hiring managers about talent assumptions |
| **Labor Market Expertise**                        | **Leverage deep labor market expertise to influence hiring decisions** | ▪ Educate hiring managers on trends in the labor market  
▪ Use competitive analysis to understand hiring needs and recruiting practices of talent competitors  
▪ Understand the availability of talent across critical talent segments |
| **Lead Generation**                               | **Build targeted pipelines**                  | ▪ Know the best sourcing channels and messages to reach different candidate segments  
▪ Proactively cold call passive candidates  
▪ Identify the top-performing employees at talent competitors |
| **Firm-Specific Business Acumen**                 | **Convey the business logic of recruiting recommendations** | ▪ Have a deep understanding of strategic business priorities and how the organization makes money  
▪ Communicate in the “language” of the business  
▪ Make recommendations based on how positions create value to the business |

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MAKING THE SHIFT FROM ORDER TAKER TO DECISION INFLUENCER IN STRATEGIC STAFFING

Integrated View of Talent Advisor Capabilities

Talent Advisor Defined
(ta-lant ad-vizər) noun: Talent Advisors are decision-influencers, not order-takers. They earn the right to influence by informing staffing decisions with acute knowledge of the organization and deep expertise of external markets.

ORDER TAKERS
- Trust hiring manager assumptions
- Fill requisitions effectively
- Drive for satisfaction

CRITICAL “DEMAND SIDE” CAPABILITIES
- Firm-Wide Talent Strategy Knowledge
- Firm-Specific Business Acumen

DEcision INFLUENCERS
- Challenge hiring manager assumptions
- Frame requisitions strategically
- Drive for impact

CRITICAL “SUPPLY SIDE” CAPABILITIES
- Labor Market Expertise
- Lead Generation

Hiring Manager Persuasion
ROAD MAP FOR THE PRESENTATION

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Tactics for Developing Next-Generation Strategic Staffing Capabilities
REVISITING THE 70-20-10 DEVELOPMENT MODEL

70-20-10

- 70% of development occurs on the job
- 20% of development occurs through feedback and relationships
- 10% of development occurs through formal training
ON-THE-JOB DEVELOPMENT IMPROVES STRATEGIC STAFFING PERFORMANCE

Relative Importance of Learning Methods on Employee Performance
*Impact of Formal Training and On-the-Job Learning (Indexed)*

Distribution of L&D Investment by Type of Development Methods
*Percentage of Total L&D Investment*

Source: CLC Learning and Development, Unlocking the Value of On-the-Job Learning.
## SAMPLE ON-THE-JOB DEVELOPMENT OPPORTUNITIES FOR STRATEGIC STAFFING

Categories of On-the-Job Learning Experiences for Talent Advisor Capabilities: Labor Market Expertise and Hiring Manager Persuasion

<table>
<thead>
<tr>
<th>Key Idea</th>
<th>Labor Market Expertise</th>
<th>Hiring Manager Persuasion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Best Practice</td>
<td>Experiences that clearly demonstrate the right approach to a problem</td>
<td>Shadowing a lead or executive recruiter in a hiring manager meeting</td>
</tr>
<tr>
<td>Source: CLC Learning and Development, Unlocking the Value of On-the-Job Learning.</td>
<td>Mapping talent pools of talent competitors</td>
<td>Attending a meeting between the heads of Recruiting and the business</td>
</tr>
<tr>
<td>Scope Expansion</td>
<td>Experiences that increase the scope of recruiter responsibilities</td>
<td>Giving the hiring manager an option he/she wouldn't have considered</td>
</tr>
<tr>
<td>Change and Adversity</td>
<td>Situations that build flexibility to adapt to new situations</td>
<td>Owning a requisition considered critical to the organization</td>
</tr>
<tr>
<td>Challenging Relationships</td>
<td>Situations that develop widely-useful relationship building skills</td>
<td>Working on a requisition with rapidly changing circumstances or requirements</td>
</tr>
<tr>
<td>Persuading and Teaching</td>
<td>Experiences where preparation is needed to communicate ideas</td>
<td>Working on a requisition where multiple people have competing views</td>
</tr>
<tr>
<td>Making Difficult Decisions</td>
<td>Experiences where the cost of making mistakes forces deliberate reflection</td>
<td>Communicating a difficult decision you made to a hiring manager</td>
</tr>
</tbody>
</table>

- Experiencing success in sourcing a hire from a talent competitor
- Working with a lead or executive recruiter
- Mapping talent pools of talent competitors
- Contributing to a workforce plan
- Tracking volatile labor market trends
- Sourcing for positions in multiple labor markets
- Interacting with interested candidate leads
- Interacting with demanding candidates
- Using data to make a business case to a hiring manager
- Showing a new recruiter how to access labor market information
- Sourcing for a position outside your area of expertise
- Negotiating a compelling offer between candidate and hiring manager
- Shadowing a lead or executive recruiter in a hiring manager meeting
- Attending a meeting between the heads of Recruiting and the business
- Giving the hiring manager an option he/she wouldn't have considered
- Owning a requisition considered critical to the organization
- Working on a requisition with rapidly changing circumstances or requirements
- Working on a requisition where the hiring manager will not be the new hire's manager
- Working with difficult hiring managers
- Working on a requisition where multiple people have competing views
- Communicating a difficult decision you made to a hiring manager
- Giving advice to fellow recruiters on how to persuade an uncooperative hiring manager
- Defining hiring needs for a new position
- Deciding whether to push back on a reasonable hiring manager request

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Source: CLC Learning and Development, Unlocking the Value of On-the-Job Learning.

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CNA’S APPROACH TO DEVELOPING CRITICAL THINKING SKILLS IN DAY-TO-DAY WORK

Pre-Meeting Critical Needs Analysis
Recruiter uses the requisition form and the strategic question bank to prepare for a high-value discussion with the hiring manager.

Select Sections of Requisition Form

Recruiters’ Critical Thinking
Illustrative

Questions Selected from Peer-Created Bank

What are the minimum qualifications for this role?
- Master’s degree in statistics
- 6–8 years insurance industry experience

What title can we use to target and attract the right candidates?
- Financial Planning Analyst

“Candidates with these qualifications are in extremely high demand. We need to see which qualifications are most necessary.”

“This job title may not resonate with candidates from non-financial backgrounds. I wonder if the hiring manager has considered candidates without industry experience.”

- What are your strategic priorities and challenges for the next 6–12 months? How will this hire be involved?
- What previous functional experience would have prepared someone for this role?
CNA’S APPROACH TO DEVELOPING CRITICAL THINKING SKILLS IN DAY-TO-DAY WORK (CONTINUED)

Challenges of Real-Life Setting to Build Confidence

- Recruiters can take a passive approach to difficult conversations.
- Recruiters are isolated from others in the same situation.
- Practice is limited to experience.
- Feedback is nonexistent or too late in hiring manager surveys.

Advantages of Role-Play Setting to Build Confidence

- Recruiters must be proactive in approaching difficult conversations.
- Recruiters learn by seeing peers demonstrate how they approach similar situations.
- Recruiters get multiple repetitions in one session.
- Recruiters receive in-the-moment feedback from facilitator.

Role-Play Scenarios
Illustrative

<table>
<thead>
<tr>
<th>Hiring Manager Scenario</th>
<th>Primary Teaching</th>
<th>Characteristics of an Ideal Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uncooperative</strong></td>
<td>Persuade the hiring manager to prioritize recruiting</td>
<td>“This meeting is critical to ensuring we get you the right hire within your time frame. Can you make room in your calendar for Thursday?”</td>
</tr>
<tr>
<td>“I won’t have time to meet about hiring needs.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Unrealistic Expectations</strong></td>
<td>Explain external market realities</td>
<td>“Candidates with those two degrees are extremely rare; it took six months to hire that profile earlier this year.”</td>
</tr>
<tr>
<td>“I only want to see candidates with two advanced degrees.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rush to Conclusions</strong></td>
<td>Assess the validity of key hiring manager assumptions</td>
<td>“Why are people leaving the position? I think we need to reassess whether we are hiring for the right profile.”</td>
</tr>
<tr>
<td>“We have high turnover for the position, so we need to hire three more people to fill the role as soon as possible.”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EXPOSURE AND REFLECTION ARE KEYS TO EFFECTIVE ON-THE-JOB DEVELOPMENT

On-the-Job Learning: Importance of Combining Exposure and Reflection
Impact on Talent Advisor Proficiency (Indexed)

Two Key Questions:
1. What are the high-impact on-the-job experiences recruiters need to become Talent Advisors?
2. How can we encourage recruiters to reflect on their experiences to accelerate development?
REFLECTING BEFORE AND AFTER ON-THE-JOB DEVELOPMENT OPPORTUNITIES

CHECKLIST OF BEHAVIORS THAT DRIVE LEARNING FROM WORK

To learn from work, the most effective behaviors you can engage in are detailed below. You’ll notice that they orient around being deliberate and intentional in learning from work.

**Directions:** Use this checklist of questions to identify which behaviors you do not currently engage in, and therefore which you should consider adopting.

**Before Beginning a Task/Activity**

- Do you set learning goals and targets for yourself?
- Do you plan to accomplish the task, project, or assignment before beginning it?
- Do you identify, ahead of time, potential solutions to problems you think you might encounter as you carry out the task?
- Do you think about what you learned from similar work experiences in the past and how that learning might impact your approach this time?
- Do you build relationships with coworkers who can help you accomplish your tasks and learn from it?
- Do you identify the resources that you will need and work with your manager to ensure those resources will be available to you when need them?

**After Finishing a Task/Activity**

- Do you identify the lessons learned from the work experiences you’ve been exposed to?
- Do you ask your manager for his/her feedback on how you did in the work experience?
- Did you ask your coworkers and team members for their feedback on how you did in the work experience?
- Did you share what you have learned from the experience with coworkers to also boost their learning?
- Did you look for opportunities to teach others (e.g., are there any of your colleagues struggling with a task where your experience could assist them)?
EFFECTIVE MANAGER-LED DEVELOPMENT IMPROVES STRATEGIC STAFFING PERFORMANCE

Importance of Managers in Developing Talent Advisors

Difference in Talent Advisor Proficiency (Indexed)

<table>
<thead>
<tr>
<th>Recruiters with Managers Who Are Very Ineffective at Development</th>
<th>Recruiters with Managers Who Are Very Effective at Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>117</td>
</tr>
</tbody>
</table>

Only Half of Managers Effective at Development

Percentage of Recruiting Managers Effective at Development

- Effective or Very Effective: 51%
STRATEGIC STAFFING MANAGERS AS DEVELOPERS AND ROLE MODELS

Maximum Impact of Recruiting Manager Behaviors on Direct Reports’ Talent Advisor Proficiency

<table>
<thead>
<tr>
<th>Talent Advisor Developer</th>
<th>Talent Advisor Role Model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Gives Informal Feedback</td>
<td>Demonstrates Recruiting Expertise</td>
</tr>
<tr>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>Provides Targeted Develop</td>
<td>Anticipates Hiring Manager Needs</td>
</tr>
<tr>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Empowers Independent Decisions</td>
<td>Demonstrates Labor Market Expertise</td>
</tr>
<tr>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Teaches Consulting Skills</td>
<td>Maintains Strong Internal Networks</td>
</tr>
<tr>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Coaches and Mentors</td>
<td>Anticipates Candidate Needs</td>
</tr>
<tr>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Provides Tools and Resources</td>
<td>Strengthens Recruiting Strategic Reputation</td>
</tr>
<tr>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Exhibits Deep Business Knowledge</td>
</tr>
<tr>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>

Percentage of Recruiting Managers Effective:

|                          | 51%                     | 59%                     |

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UNITEDHEALTH GROUP’S 70-20-10 APPROACH TO RECRUITER DEVELOPMENT

Sample UnitedHealth Group Recruiter Competency Description¹

<table>
<thead>
<tr>
<th>Business Acumen: Knowledge, skills and abilities concerning business fundamentals, business models, the organization’s financial goals, business ethics, and competitive analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquiring</strong></td>
</tr>
<tr>
<td>■ Am aware of and can communicate structure of UnitedHealth Group, its businesses, and how they operate and create value.</td>
</tr>
<tr>
<td>■ Am familiar with UnitedHealth Group mission statement and employment value proposition (EVP) and can communicate them to hiring managers and candidates.</td>
</tr>
<tr>
<td>■ Select candidates based on knowledge of business and success factors.</td>
</tr>
</tbody>
</table>

¹ Competency levels are on a scale of 1-5, where 1 is Acquiring and 5 is Mastery.
### UNITEDHEALTH GROUP’S 70-20-10 APPROACH TO RECRUITER DEVELOPMENT (CONTINUED)

**Recruiter Self-Assessment**

**Illustrative**

#### COMPETENCY: BUSINESS ACUMEN

1. **How would I characterize my knowledge of how the business creates and delivers value?**
   - **Acquiring:** I am aware of and can communicate how the business creates and delivers value.
   - **Practicing:** I identify skill sets based on my knowledge of the business’ strategic direction.
   - **Mastery:** I proactively recommend candidates to the business based on the strategic direction of the business.

2. **How do I communicate the UnitedHealth Group brand and employment value proposition?**
   - **Acquiring:** I am familiar with them and can communicate them to hiring managers and candidates.
   - **Practicing:** I have thorough understanding of them and communicate them throughout the recruitment process.
   - **Mastery:** I have in-depth understanding of them and communicate and bring them to life through anecdotes and stories.

3. **How do I typically select candidates?**
   - **Acquiring:** I select candidates based on knowledge of the business and what creates success here.
   - **Practicing:** I use historical knowledge of positions filled to more competently assess talent.
   - **Mastery:** I base selection on where the company is going (vision) not where it has been (historical hires).

4. ...
UNITEDHEALTH GROUP’S 70-20-10 APPROACH TO RECRUITER DEVELOPMENT (CONTINUED)

70-20-10 Development Activity Map

**Illustrative**

<table>
<thead>
<tr>
<th>Development Activity Template</th>
<th>Customized to Specific Levels Within Each Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>UnitedHealth Group shows recruiters how daily activities and relationships can contribute to their development, if approached deliberately.</td>
<td></td>
</tr>
</tbody>
</table>

### 70-20-10 Development Activity Map

**Competency:** Business Acumen  
**Proficiency Level:** Acquiring

#### 70% of Learning

**Learning from Experience**
- Subscribe to daily updates on business news and journals the managers in your businesses read
- Serve as a peer mentor to a new employee who recruits for your business
- Sit in on the businesses’ strategy meetings
- Ask hiring managers to describe the future direction of the business in each needs definition conversation
- Identify key competitors and how they differ from UnitedHealth Group

Learning Debrief Questions: What worked? Where did I get stuck? What will I do differently next time? How am I/will I apply this to my current job?

#### 20% of Learning

**Learning from Others**
- Ask a hiring manager you work with frequently to have a conversation with you just to talk about where the business is headed
- Partner with a coworker to see how they communicate the business’ strategy to candidates
- Seek feedback from your internal customers and peers on how your recent hires’ skill sets and performance align with business strategy

Learning Debrief Questions: What worked? Where did I get stuck? What will I do differently next time? How am I/will I apply this to my current job?

#### 10% of Learning

**Learning from Education**
- Our Business Model—UnitedHealth Group University
- Needs Definition Training for Recruitment Services—CBT
- Appropriate DOT Plus training (Platinum, Gold, Sourcing)

Learning Debrief Questions: What did I learn from this training? How will I apply this to my current job?
## UNITEDHEALTH GROUP’S 70-20-10 APPROACH TO RECRUITER DEVELOPMENT (CONTINUED)

Sample Quarterly One-on-One Development Conversation Between Recruiter and Manager

<table>
<thead>
<tr>
<th>Goal 1: Improve in My Growth Areas</th>
<th>Goal 2: Continue Building My Current Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ ATS Skills</td>
<td>▪ Sales Skills</td>
</tr>
<tr>
<td>▪ Sourcing Skills</td>
<td>▪ Candidate Care</td>
</tr>
<tr>
<td>▪ Consultative Skills</td>
<td>▪ Interpersonal Skills</td>
</tr>
</tbody>
</table>

### 1. Identify growth and strength areas within competency model.

### 2. Choose one growth competency and one strength competency for development.

### 3. Review results of recruiter self-assessment for both competencies.

### 4. Create a customized 70-20-10 plan from the relevant development activity maps.

**Sourcing Skills—Acquiring**
- Experience
- Relationships
- Training

**Sales Skills—Mastery**
- Experience
- Relationships
- Training

**Acquiring:** Focus on Matching Sourcing Strategy to Position

**Mastery:** Focus on Moving Sales Skills Forward to Outreach to Extremely Passive Candidates
FORMAL DEVELOPMENT OPPORTUNITIES FOR UC

BUILDING TALENT PIPELINES

Sourcing Great Candidates I
Leveraging Warm Leads

Sourcing Great Candidates II
Reaching Deeper into the Labor Market

MAKING GREAT HIRES

Improving the Recruiting Process
Driving New Hire Performance

Getting to Yes
Improving Candidate Conversion

ENGAGING KEY STAKEHOLDERS

Optimizing Hiring Manager Partnerships
Setting Expectations and Understanding and Influencing Hiring Manager Needs and Preferences

Maximizing Your Impact in Needs Definition

Writing Clear, Compelling Job Postings

What Differentiates the Best Recruiters from the Rest?

Becoming an Expert on the Business You Serve

E-learning modules can be accessed at www.rr.executiveboard.com. Click on the Training tab and select “Recruiter E-Learning.”
Appendix
# A Tool to Assess Your Team’s Capabilities

Strategic Staffing Team Talent Advisor Capability Assessment

## Pipeline Manager

<table>
<thead>
<tr>
<th>My team consistently...</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>...keeps hiring managers educated on current labor market trends</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...uses competitive analysis to understand competitors’ recruiting strategies and practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...monitors emerging trends in the labor market for critical skills and positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...uses targeted channels and messages to reach specific candidate groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...explains the competitive advantage the organization offers over talent competitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...outlines the talent and business risks of hiring each qualified candidate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...informs hiring managers which candidate skills or characteristics matter most</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...maintains relationships with employees who previously worked at the organization</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Strategic Advisor

<table>
<thead>
<tr>
<th>My team consistently...</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>...knows how changes in business strategy will impact our talent strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...challenges hiring managers about talent needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...recognizes how each position filled creates value for the overall organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...knows the specific drivers of how the organization makes money or creates value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...considers the organization’s top five business strategies and how they link to talent strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...ensures hiring managers prioritize position requirements according to business needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...helps hiring managers make tradeoffs between quality and speed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>...partners with hiring managers to make the most difficult staffing decisions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## STRATEGIC STAFFING CONSULTANT SELF-ASSESSMENT OF TALENT ADVISOR CAPABILITIES

This quick diagnostic helps you assess how well you are fulfilling the two roles you play in being a Talent Advisor: Pipeline Manager and Strategic Advisor.

<table>
<thead>
<tr>
<th><strong>PIPELINE MANAGER</strong></th>
<th><strong>I consistently...</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>...keep hiring managers educated on current labor market trends</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...use competitive analysis to understand competitors’ recruiting strategies and practices</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...monitor emerging trends in the labor market for critical skills and positions</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...use targeted channels and messages to reach specific candidate groups</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...explain the competitive advantage the organization offers over talent competitors</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...outline the talent and business risks of hiring each qualified candidate</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...inform hiring managers which candidate skills or characteristics matter most</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...maintain relationships with employees who previously worked at the organization</td>
<td>Yes [ ] No [ ]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STRATEGIC ADVISOR</strong></th>
<th><strong>I consistently...</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>...know how changes in business strategy will impact our talent strategy</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...challenge hiring managers about talent needs</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...recognize how each position filled creates value for the overall organization</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...know the specific drivers of how the organization makes money or creates value</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...consider the organization’s top five business strategies and how they link to talent strategy</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...ensure hiring managers prioritize position requirements according to business needs</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...help hiring managers make tradeoffs between quality and speed</td>
<td>Yes [ ] No [ ]</td>
</tr>
<tr>
<td>...partner with hiring managers to make the most difficult staffing decisions</td>
<td>Yes [ ] No [ ]</td>
</tr>
</tbody>
</table>
### High-Impact On-the-Job Experiences for Strategic Staffing Consultants

#### Categories of On-the-Job Learning Experiences for Talent Advisor Capabilities: Firm-Specific Talent Strategy Knowledge and Firm-Specific Business Acumen

<table>
<thead>
<tr>
<th>Key Idea</th>
<th>Access to Best Practice</th>
<th>Scope Expansion</th>
<th>Change and Adversity</th>
<th>Challenging Relationships</th>
<th>Persuading and Teaching</th>
<th>Making Difficult Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm-Specific Talent Strategy Knowledge</td>
<td>Experiences that clearly demonstrate the right approach to a problem</td>
<td>Experiences that increase the scope of recruiter responsibilities</td>
<td>Situations that build flexibility to adapt to new situations</td>
<td>Situations that develop widely-useful relationship building skills</td>
<td>Experiences where preparation is needed to communicate ideas</td>
<td>Experiences where the cost of making mistakes forces deliberate reflection</td>
</tr>
<tr>
<td>Firm-Specific Business Acumen</td>
<td>Working with a senior recruiting or HR leader</td>
<td>Creating job profiles</td>
<td>Defining hiring needs for a business with changing priorities</td>
<td>Dealing with a hiring issue involving another area of HR (e.g., Compensation)</td>
<td>Onboarding a new recruiter</td>
<td>Determining how to articulate a complex employment value proposition to a candidate</td>
</tr>
<tr>
<td></td>
<td>Attending HR strategy meetings and presentations</td>
<td>Owning a high-profile requisition in the organization</td>
<td>Experiencing unexpected turnover of a new hire</td>
<td>Pushing back on requests or viewpoints of a colleague in HR</td>
<td>Convincing a hiring manager to change hiring needs based on long-term talent strategy</td>
<td>Recommending an improvement to current Recruiting practice</td>
</tr>
<tr>
<td></td>
<td>Working with a hiring manager who is senior in the organization</td>
<td>Interviewing candidates for technical skills</td>
<td>Recruiting for a struggling business</td>
<td>Working on a requisition where senior leaders and the hiring manager disagree</td>
<td>Recommending candidates to the business proactively based on value of those hires to business strategy</td>
<td>Working with hiring managers to forecast hiring needs</td>
</tr>
<tr>
<td></td>
<td>Joining business meetings</td>
<td>Filling in for your manager temporarily</td>
<td>Assisting with internal redeployment, relocation, and employee severance activities</td>
<td>Dealing with a hiring manager that does not prioritize recruiting</td>
<td>Persuading internal candidates to apply</td>
<td>Providing recommendations to a business with which you are unfamiliar</td>
</tr>
</tbody>
</table>
HIGH-IMPACT ON-THE-JOB EXPERIENCES FOR STRATEGIC STAFFING CONSULTANTS

Categories of On-the-Job Learning Experiences for Talent Advisor Capability: Lead Generation

<table>
<thead>
<tr>
<th>Key Idea</th>
<th>Access to Best Practice</th>
<th>Scope Expansion</th>
<th>Change and Adversity</th>
<th>Challenging Relationships</th>
<th>Persuading and Teaching</th>
<th>Making Difficult Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Generation</td>
<td>Experiences that clearly demonstrate the right approach to a problem</td>
<td>Experiences that increase the scope of recruiter responsibilities</td>
<td>Situations that build flexibility to adapt to new situations</td>
<td>Situations that develop widely-useful relationship building skills</td>
<td>Experiences where preparation is needed to communicate ideas</td>
<td>Experiences where the cost of making mistakes forces deliberate reflection</td>
</tr>
</tbody>
</table>

- Asking for sourcing advice from fellow recruiters
- Filling multiple similar requisitions over time
- Identifying new or underutilized sourcing channels
- Improving an existing sourcing channel
- Failing to generate appropriate candidates for a requisition
- Owning a requisition with a hard-to-fill candidate profile
- Convincing a very passive candidate to apply
- Dealing with an unsatisfied candidate
- Articulating the employment value proposition to potential candidates
- Making the case for investing money or time in a new sourcing channel
- Deciding when to cease use of a channel that is unproductive in generating leads
- Determining how often to contact critical leads
**STRATEGIC STAFFING MANAGER SELF-ASSESSMENT**

This quick diagnostic helps Strategic Staffing managers assess how well they are fulfilling the two roles they play in developing Talent Advisor capabilities among their Strategic Staffers: Talent Advisor Developer and Talent Advisor Role Model.

<table>
<thead>
<tr>
<th>TALENT ADVISOR DEVELOPER</th>
<th>TALENT ADVISOR ROLE MODEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>I consistently...</td>
<td>I consistently...</td>
</tr>
<tr>
<td>...provide day-to-day informal feedback to recruiters on how to improve</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>...provide targeted development opportunities for individual recruiters</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>...empower recruiters to make their own decisions</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>...teach recruiters how to consult with hiring managers and business partners</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>...coach and mentor recruiters</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>...ensure recruiters have the information, resources, and technology needed to operate effectively</td>
<td>Yes ☐ No ☐</td>
</tr>
</tbody>
</table>