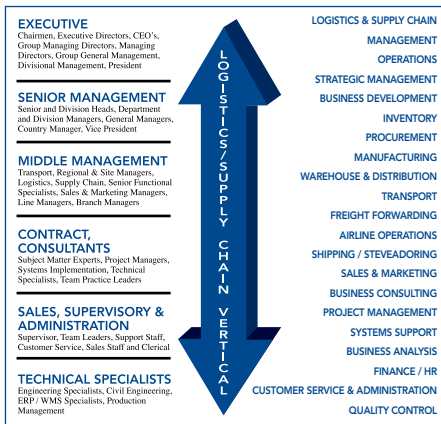


Recruitment Methods

Changes in Recruitment and Retention Evolution or Revolution?



From Kim's perspective Human Resources is about having the right people in the right place at the right time. As with all other Supply Chains the Human Resource Supply Chain is far more likely to succeed if the front end of the chain, in the case of recruitment, the right person for the job, is positioned appropriately. Without the appropriate personnel in key roles, none of the other HR functions are likely to reach their full potential.

Recruitment is as much an art as a science. It's not fail safe, as it involves people with differing thoughts and opinions. But if handled correctly as part of a strategic HR plan, specialist recruitment gives your organisation the maximum opportunity to succeed in achieving your business goals.

The graph highlights the concern that the standard tool of a resume used by hiring managers has a predictability rating of close to zero. This is where professional recruiters can 'add value' with tools and processes such as competency based interviewing, profiling and psychometric testing. It also typifies why it is important to use a vertically focused specialist recruiter with in depth industry knowledge who understands not only the job function but also understands the type of person and skills required to maximise the effectiveness of the value the new employee can add.

Creating an atmosphere within your organisation that makes you attractive to potential candidates is an important aspect.

Recruitment and retention of employees is a key element in business strategy. Getting recruitment right can impact directly on business success and profitability, writes Kim Winter.

Over the last 20 years we have seen the evolution of larger transport and Logistics companies providing generic services to a wide range of increasingly specialised clients. Recently, this generalist approach has made way for greater specialisation and a revolution to focus on serving specific customer needs. Thereby providing 'value add' opportunities specifically tailored to meet these client needs. This has seen a move from horizontal business models to vertical models providing additional services throughout the Supply Chain, including the emergence of 'specialised services' divisions and a focus on design of Logistics and Supply Chain service delivery tailored toward particular industry type or individual company requirements and specifications.

A parallel can be drawn between this development in Logistics and Supply Chain and the recent revolution toward smaller, highly specialised recruitment companies serving the Logistics and Supply Chain market as opposed to the larger generalists who have traditionally tended to cover many industry sectors.

It has been our experience that Logistics and Supply Chain clients will only utilise a recruitment company's services if that company can exhibit genuine knowledge and understanding of their organisation, the environment they operate in, the type of service they seek to deliver, and the type of people they need to help drive their business, both from a functionality viewpoint and critically. This knowledge transfer and partnering approach develops an atmosphere of client intimacy that is essential if a recruiter is going to provide longer term value to a client's human Supply Chain.

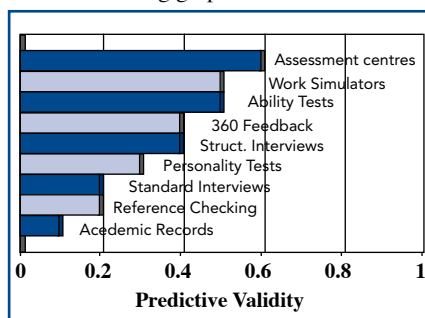
Most literature supports the view that two key concepts underline contemporary Human Resource management, namely:

1. Employees need to be seen as organisational assets.
2. Human Resource management is a long term interactive and accountable process from a strategic perspective.

The first point highlights the growing awareness of the productive and value driven contribution made by employees through their knowledge and skill.

The second point focuses on the approach HR managers take to optimise employee contribution. The challenge for HR is to ensure that all functions deliver tangible, quantifiable results which add to the organisation meeting its objectives. In many companies 'Human Resource Management' still has much to learn in regards to operational efficiency, and the Logistics industry serves as a good role model regarding the focus required to achieve measurable results within restricted time frames.

A number of tools are used to assess the suitability of people for particular roles and the effectiveness of people within their roles. The effectiveness of these tools is presented in the following graph.



Benefits of being an employer of choice include:

1. People want to work for you – reducing your investment in recruitment and training costs.
2. People perform better.
3. People stay longer, adding to the intellectual capital of the organisation.
4. Morale, culture and customer service levels are higher, with more pride in tasks performed.
5. This translates into happier customers and higher profits.

Hewitt Associates interviewed over 28,000 employees to determine Australia's Top Ten 'Employers of Choice'. The Hewitt's survey found that employers of choice enjoyed the following:

1. A revenue growth of 13% compared to an average across all others of only 7%.
2. Profit growth of 21% compared to an average across all others of minus 44%.

It is estimated that the cost of not retaining an employee is 50% of annual salary plus benefits. Based on this cost it is easy to understand the huge gap between the results of Employers of Choice and the others.

Unless companies get the front end of their Human Resource Supply Chain right by recruiting the right people, they are unlikely to achieve their long term business objectives.

Talk to Logistics Recruitment about how we can help your organisation implement Employer of Choice best practice programs.



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