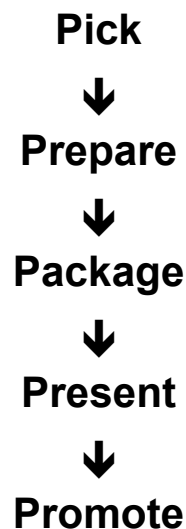


How to Convert More Job Referrals Into Hires

Referral Process Improvement Goals:

- ✓ Seek more staff-assisted, suppressed job orders that can be filled by center and program customers
- ✓ Meet employer expectations to recruit quality candidates that result in hiring
- ✓ Match outward from all staff-assisted, suppressed job orders and shift from just “managing job orders” to “fulfilling job orders”
- ✓ Add value to the referral process by defining success as the number of hires, not just the number of job orders and referrals
- ✓ Develop and standardize recruitment and referral procedures to deliver on the promise of quality service to employers

Five Process Steps to Improve the Referral-to-Hire Ratio For Staff-Assisted, Suppressed Job Orders:



1. Pick Candidates:**✓ Meet employer expectations**

- Inventory job candidate pool to target employers and seek job orders that can be filled with center customers
- Take quality job orders that have sufficient information for quality candidate matching
- Match outward from the job order the day the staff-assisted job order is received and match weekly until filled

✓ Offer the employer quality choices

- Report to the employer the outcome of the initial match
- Decide who will act as the “referral gateway” and control for quality of referrals

✓ Meet before you decide

- Send only candidates you have interviewed (preferably in person and minimally by phone)

2. Prepare Candidates:**✓ Brief candidates on the company and the job**

- Review job order qualifications one-by-one and ask candidates to specifically describe how they meet each one
- Ask if they want the job and why

✓ **Ensure candidates meet hiring requirements**

- Make sure the job order includes the hiring process and pre-hire requirements (e.g., background checks; testing)
- Discuss requirements with candidates and determine they not only meet the “qualifications”, but also can be hired
- Conduct practice pre-hire tests and Google searches

✓ **Develop referral prerequisites**

- Require a customized resume prior to referral
- Required attendance at an interview skills workshop prior to referral and only waive if this interview went well

3. Package Candidates:

✓ **Ensure resume quality**

- Realize the quality of the resumes reflect on you and not just the candidates

✓ **Send all resumes at same time**

- Prevent a disorganized trickle that interrupts the employer continuously and reduces focus on the hiring decision

✓ **Put resumes in presentation folder with a summary page**

- “Wrap your gifts” and write a one-paragraph summary of each candidate highlighting major qualifications

4. Present Candidates:

✓ **Meet to present referrals**

- Deliver your referral presentation package in person, whenever possible
- Follow-up quickly by telephone, if you have no choice but to e-mail the “package” of referrals

✓ **Review overall quality of referrals**

- Explain how you applied the employer’s qualifications in the selection process and how you decided whom to refer

5. Promote Candidates:

✓ **Highlight each candidate’s quality**

- Present each candidate’s qualifications as a “tit-for-tat”: “you said you want” and “here is what s/he has”
- Recommend candidates one-by-one based on your pre-referral interviews and knowledge of the candidates

✓ **Seek conversion to interviews**

- Ask, “Which one/s would you like to interview?” and attempt to schedule interview/s before your leave
- Telephone immediately after interviews and promote hire

Don’t Just Refer: Covert to Hire!

GregNewtonAssociates.com 617.426.5588 NewtonGreg@aol.com