



Proactive Talent Approaches

With Miguel Terrizzano, President of Pierpoint International

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The U.S. unemployment rate is currently hovering around a 50-year low. During that half-century, the population has grown by approximately 120 million people. The economy has shifted from a manufacturing economy to a service one, and is headed toward what Miguel Terrizzano, president of Pierpoint International, calls an innovation economy. Organizations have de-constructed corporate hierarchy, employ technologies to embrace non-traditional workers, and are expanding their searches beyond the boarder of their own industries to find talent. What does this all mean? Here, Terrizzano explains how HR and organizations can get ahead in an ever-changing workforce.

Q: With the U.S. at nearly full-employment, what are the biggest challenges for recruiters?

A: Organizations are collectively in uncharted waters as it relates to finding, attracting, and retaining top-candidates. HR is realizing that hard-to-fill roles are in the board room, in the mailroom, and everywhere in between. On every ‘virtual’ floor of our modern office, organizations are seeking to hire out-of-the-box thinkers and employ technology experts and process engineers to drive business forward. Major financial institutions are competing with leading tech firms for the same talent. Candidates with unique skills, who are highly adaptable, and chock-full of soft skills, can fill needs that weren’t thought of previously. For example, highly skilled executives from the automobile industry are being recruited by the healthcare industry to help those companies ‘think differently.’

Q: In the current market, what are some strategies and tactics that go into sourcing hard-to-fill positions?

A: Employers have evolved from buyers to sellers. By need, organizations are now in the business of selling careers to top talent—and that is a very important distinction. As sellers, organizations need to differentiate themselves, brand their culture, and package benefits offerings with value-added features. HR and TA teams also need to market their company to

prospective hires, and proactively sell, or source candidates.

Top RPOs differentiate from most providers because they employ recruiters who are experts in analytics, targeting, and positioning. The very best apply the right mixture of sourcing methodologies, marketing strategies, and use the right tech stack to find, attract and recruit hard-to-fill positions.

Successful RPOs also maintain a robust and engaged database of prospects to deliver hard-to-find candidates faster than industry standards and averages.

Q: What type of customized solutions should organizations consider outside the typical RPO approach?

A: Focusing on flexible solutions is critical. Organizations should break down the hiring process into individual components and select an à la carte model from recruitment solutions. Pierpoint works with customers to solve their immediate needs, and drives solutions that will grow with them over time. This can include evolving to full-service RPO, which is 50 percent of our business, or migrating from project-based recruitment to partial cycle, sourcing services, or hourly recruitment and a container model.

Our hourly model is a cost-effective option that can be applied to every recruitment approach: End to End (per position); “Rent a Recruiter”; Monthly Hourly; Contract Recruitment; and

Volume and Vendor Services Program solutions.

Our container model is for companies that typically use traditional contingency agencies for some of their hiring efforts. The container model is typically half the cost of contingency and can be applied to one position or many, making it ideal for difficult or specialized positions.

Q: What are the top three challenges facing most TA teams today and how can HR service partners help?

A: Foremost, the availability of technology and the expanse of outlets used to market companies and careers have skyrocketed. For most individual organizations, it’s largely too much to manage without expert guidance and an organization that delivers in this arena day-in and day-out. HR service partners have greater access to tools, and the experience and expertise to vet tools—selecting the right mix for each application to improve hiring metrics and reduce hard and soft dollars.

At the end of the day, the proof is in the pudding. Organizations want to avoid a ‘ready,’ ‘fire,’ and ‘aim’ approach, and instead identify the right candidate during the sourcing process. Through innovation and solution-driven strategies, at Pierpoint, more than 85 percent of candidates submitted are interviewed by clients, reducing time to hire and increasing time to productivity.