



W Y C H W O O D

“Adding Values”

A Better Way of Recruiting

The traditional approach to recruitment

The traditional approach to recruitment is to use agencies or recruitment consultants who are paid a percentage of package for every position they fill. This often causes four main problems:

- Too little expertise of the recruitment consultants, due to most being from sales backgrounds, rather than professional Human Resources or personnel backgrounds
- Too much time spent by you, the client, on the recruitment process.
- Too much cost with every position filled by the recruitment consultant incurring the high fee.
- A two dimensional focus upon candidates’ technical skill and the salary required to attract them, leading to constant pressure to increase salaries offered, and even job offers being turned down as candidates’ existing employers outbid you.

What causes these problems?

A cycle operates which often undermines mutual success, as follows:

Recruitment consultants fill 10% of all the positions they are tasked with filling by their clients. This is the industry average.

...SO...

Consultants need to charge a high fee per completed position to pay for the time spent on the 90% of positions they don’t fill.

...SO...

Clients have a big incentive to try to fill positions directly. Of all the positions agencies are tasked with filling (yet fail to) research shows that 95% of these are filled *by the client themselves*. The consultant's biggest competitor is their own client!

...SO...

Different objectives are operating. The client wants the best person. The consultant want the first acceptable person, for the greatest cost to pay for all the failed time.

...SO...

Recruitment consultancies therefore employ professional persuaders rather than professional recruiters.

...SO...

Important issues are often ignored. These include the fit with the client's culture, and with the team the candidates would work with, and how predictable and robust the candidate's behaviour will be.

...SO...

Clients become dissatisfied and frustrated with the quality of candidates proposed. They react by taking on more of the recruitment process, or by checking what the consultant has already looked for.

...SO...

The consultant sees the client checking anyway, so has even less incentive to add value. Ultimately, the consultant can be reduced to a provider of contacts - a CV collector and forwarder

...SO...

The recruitment consultant fills, on average, 10% of the positions

...and so on...

Our innovative approach

We are able to use only experienced professional recruiters, because we are paid in a different way. You do not pay a high fee per completed assignment. Instead, you pay a fixed fee, or one based upon time, or a combination. This means you do not have an incentive to work in competition with W Y C H W O O D. We work in partnership. Our objective is the same as yours - to get the best person. So, we are able to use professional recruiters. This means that:

The number of positions we fill successfully is greatly increased, with the successful candidates having a much higher chance of fitting with their role, their team and your organisation as a whole. So, the candidate is much more likely to stay long term.

What our professional recruiters add

Instead of considering just the candidates' technical skill available for a certain salary, we consider many more dimensions. This allows us to break the usual recruitment consultants' mantra of "if you want these skills you will have to pay more", which is bound to occur if everyone involved is looking only in terms of technical skill and salary. Our professional recruiters consider *all* the following factors:

1. Technical competence.
2. Behavioural competence. Unlike the traditional behavioural approach we don't just consider past behaviour. We help to predict how the candidate is likely to behave in your organisation's culture (that is, given the corporate values as they actually are) via an analysis of the candidate's personal values.
3. The robustness of the candidate's behaviour. That is, how they are likely to behave under pressure. Again, this is done via an analysis of their personal values.
4. The fit between your organisation's values and the candidate's personal values. Traditionally this is left to your interviewers to assess by "gut feel".

5. The preferred communication and internal processing styles of the candidates.
6. The fit between the candidate and the other members of the team with whom they will be working, to ensure that synergy is achieved rather than cloning.

How we work with you

To meet your particular needs, W Y C H W O O D can be presented to the candidates (via the adverts and in person) as W Y C H W O O D Recruitment, or as retained (or on behalf of) your organisation.

One important way that supports this is for us to be completely transparent in presenting your organisation's culture, style and values to the candidates. We do not know better than you, nor allow our view of the marketplace to distort the impression given. We are able to do this because all our people have extensive experience in HR or personnel departments of major companies, so we are aware of such issues and have the techniques and experience to understand their implications.

Our resources

We are resourced to be flexible and responsive to ensure that we meet the needs of both you and the candidates you are trying to attract. This includes responding rapidly to recruitment needs which suddenly arise within your organisation, and in being available out of hours and at weekends for contact with candidates.

The service we provide

These are the stages of recruitment process which we offer. We do not necessarily do all of these, it depends upon your needs.

- ◆ Analysis of your current costs of recruitment, including recruitment consultant fees, in house time and resource and the costs of people who have left due to mis-matching of values and motivation as well as technical competence.
- ◆ Gathering information for, and then writing the Job and Person Specification, including both perceived and actual values. This would include both the values to support the behaviours for the role, and the personal values with respect to the fit with the corporate values of your organisation.
- ◆ Writing the application form, including questions to do the first stage of assessing the candidates' values as well as their skills.
- ◆ Writing the adverts
- ◆ Administrating and filtering replies
- ◆ Evaluating responses to the application forms
- ◆ Conducting telephone interviews
- ◆ Psychometric testing to shed light upon (as applicable):
 - * Aptitude and ability (numerical, verbal reasoning etc.)
 - * Preferred thinking, communication and behaviour styles
 - * Values and motivations
- ◆ Values based interviews and/or assessment centres
- ◆ Full briefing for your interviewers to enable them to get the most from the limited time they have to interview, including:
 - * Areas the interviewer should explore
 - * Our recommendations for how the candidate will be best managed
 - * Our recommendations for areas of training and development of the candidate

The advantages to you

Expertise because the payment structure allows us to use recruitment professionals and not sales people. Our objectives coincide with yours.

Quality and reliability because this expertise considers *all* the factors which affect the success of a placement including:

- technical competence
- predictable behavioural competence in pressurised and changing environments
- the fit between the candidate and the team they will be working in
- the fit between the personal values of the candidate and the corporate values

More time for personnel and HR departments to spend on other important tasks.

Cost effectiveness because you do not have to pay high per placement fees.

Flexibility because we offer a complete range of recruitment services which we tailor to complement your needs and resources.

Responsiveness because the structure of our resources allows for the immediate response to both our you and to candidates. This is essential to effective recruitment, including the need for the recruitment process to represent your organisation positively to both successful *and* unsuccessful candidates.

Contact us

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