



Case for participants
of the HR Case
Championship
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Recruitment agency of the future

Imagine that you are an HR consultant who helps Recruitment Agencies optimize their business processes, strengthen their competitive advantages and reach a new level. In your head there is information about the personnel market of the whole world, the latest innovations and technologies in the field of HR. You also know how to see the future or create it by coming up with unique solutions for your clients to become the Recruitment Agencies of the future. Based on the case materials, you will need to offer the customer company the best solutions and answer the questions posed (they are listed after the case). The client is already waiting for your decision and relies on your expertise. Dare! Think boldly and don't doubt yourself!

Introduction

A person spends almost 11 years of his life at work during his life. Every year more than 32 million people in Russia are looking for a job and about every 20 people find it with the help of Recruitment Agencies. If earlier they looked for a job using the telephone directory, through acquaintances, or waited for distribution to an enterprise after graduation, now the situation has changed.

How does the labor market look like now?

The labor market today is a constantly changing balance of supply and demand. And it is not clear whether this is the employers' market or the job seekers' market. Now both of them are actively promoting themselves in various channels, using not only standard solutions (for example, job search sites), but also developing their personal brand on social networks, doing networking. Companies promote themselves by creating unique and most compelling EVPs¹, and run huge PR campaigns. Job seekers are already forgetting about the standard resume, they are trying to stand out and tell employers about themselves in the form of infographics, videos, or creating an entire website about themselves. The activity of companies and job seekers in the labor market is constantly growing. New professions are emerging, companies are setting more and more ambitious goals, it is important for them to rely on their human capital. It is thanks to the right employees with the necessary knowledge, skills and abilities that companies can succeed in business. Therefore, when it comes to their human capital, companies have almost no room for error: you need to find and hire the best employee on the first try. In such conditions, companies need the help of experts - in Recruitment Agencies.

How do Recruitment Agencies work?

It would seem that the model of the personnel market is simple: applicants enter the market with an offer of their work and look for a vacancy with the best conditions, and employers create a job offer and look for someone who could work on the proposed conditions and help the company achieve its strategic goals. And where is the place for an intermediary in this market? In the very center! (See Figure 1)

Recruitment agencies, at the request of Client Companies, are looking for candidates to fill their vacancies. For example, if a large Russian IT company needs a business development manager, then the company can contact the Recruitment Agency for professionals to search and select candidates and offer the company several



the most suitable candidates. The client company will conduct personal interviews with the best candidates, select the most suitable and hire them. Agencies typically provide the following services:

Staffing - search and selection of qualified workers and personnel for entry-level positions;

Recruitment - search and selection of managers and specialists with higher education and work experience of at least 2 years;

Outsourcing - full or partial management of the process, function or project of the client; within the framework of such projects, the Recruitment Agency often needs to find those employees who will perform certain work instead of the Client Company.

What does the classic recruitment process look like in a recruitment agency?

Figure 2.



*Некоторые этапы могут накладываться друг на друга

What does a recruiter do?

He plays several roles in his work:

- Detective: thinks over a search strategy, looks for that same candidate, gets even from under the ground, finds a way to contact him.
- Psychologist: knows how to find an approach to any candidate, knows how to get honest answers to his questions, easily motivates candidates to change jobs, move and any working conditions.
- Seller: knows how to offer a vacancy so that the candidate is ready for anything for her; knows how to talk about the candidate in such a way that the client company will fall in love with him.
- Diplomat: is between two fires, correlates the interests of the client and the candidate, trying to bring them to a consensus, and does not forget about the interests of the Recruitment Agency where he works.

How is the work of a recruiter in the Recruitment Agency now?

It may seem that everything is quite simple: I found a candidate, interviewed him, and then just hired him. However, even the search for a candidate for the position of a specialist or junior manager can look like this in numbers:

- Find 50-150 suitable resumes;
- Conduct 40-100 telephone interviews;
- Conduct more than 30 interviews at the Recruitment Agency;
- Present 5-12 suitable candidates to the client;
- Send 1-8 candidates for a final interview with a client².

And if this is a rare professional who needs to be transported to Russia from another country? And if this is an employee who is now working for competitors, but he really needs to be “poached” to another company? Then such a project can last 924 days (that's several years!) and during the project, more than 50 candidates for one position will be presented to the Client Company.

Is it possible to automate part of the recruitment process? Can artificial intelligence do something? What innovative technology should be introduced? Or do you just need to rearrange the process a bit?

You decide!

Case questions

Based on the case and information from any sources available to you, as well as your own imagination, we invite you, as an HR consultant, to answer the following questions:

1. What are the advantages of working with recruitment agencies?

- a) For clients: why do clients involve Recruitment Agencies for recruitment?
- b) For candidates: what are the advantages of finding a job through Recruitment Agencies?

List 3-5 major benefits.

2. What do you find ineffective or insufficiently effective in the recruitment process for clients and why?

3. How can the recruitment process be improved by applying new technologies?

Describe your ideas and their application in the selection of personnel by the Recruitment Agency.

² At work, one recruiter can have about 10 vacancies at different stages of implementation at the same time.

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