



TOOLS FOR TAPPING INTO TALENT

A recruitment training resource



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Developed by Top Drawer Consultants in 2002, and updated in January 2006 with assistance from Jacqui Barratt, RCSA.

Cartoon by Bob Kerr

We would like to thank the numerous recruitment consultants who have shared their ideas, experiences and suggestions through our market research and through participating in workshops.

Module Four: **Tapping into the wider pool of talent**

Objective of this module:

- To help participants assess what your organisation currently does to tap into the wider pool of talent, and identify strategies that might help you do it better.
- To get participants to share ideas on strategies they have found to be effective.
- To help participants identify if any of their own attitudes may be creating a barrier to their tapping into this wider pool of talent.

Equipment you will need for this module

- Copies of Exercises 6 and 7 for each participant.

Useful background preparation for the facilitator

If possible, gather information on the demographic composition and trends of the workplace and who makes the purchasing decisions. Recent research in the USA suggests that 80% of consumer decisions are made by women. If you/your client work/s internationally, identify the markets and any recent relevant trends in these countries. This will help your team identify the skills you may need to develop.

Useful tips for the facilitator

The presentation points describe the ideas that are important to get across. Don't just read them. Find your own way of expressing the ideas. You will be much more convincing.

Time required

Thirty minutes. People may want to take longer discussing the answers if you have more time available.

Facilitator's session guide

Introduction (1 minute)

- Present the following:
 - ☞ We need to be sure that we can be effective in recruiting diverse candidates. This module is designed to help us identify the strategies we do use or could use to attract diverse candidates. It will also help us check that the assumptions we make when we meet these candidates don't get in the way.

What recruitment strategies might work for us? (14 minutes)

- Present the following:
 - ☞ Different things trigger different people to apply for jobs. If we use the same approaches all the time, we are likely to get the same sorts of people each time, perhaps unintentionally missing out on others who would also be suitable for the position.
 - ☑ Give each participant a copy of Exercise 6.
- Either as a full group (if fewer than 10) or in small groups, complete Exercise 6.
- ? Check if participants are aware of other strategies that could be used to tap into the wider pool of talent.
- With the full group, review the strategies that participants have suggested would be useful to try, or to do more often. Encourage participants to identify the particular situations that the strategies would suit, and ways they would implement them.

When assumptions act as an unnecessary barrier (15 minutes)

- Present the following:
 - ☞ One of the biggest barriers to effective communication is the assumptions we make about others. These assumptions can influence what information we are open to receiving, and the judgements we make about others.
 - ☑ Give each participant a copy of Exercise 7.
- Ask everyone to take 3 minutes to complete the column headed *My first assumption might be ...* Encourage people to do this quickly, rather than thinking about it too much – you are not looking for the politically correct answer, but people's gut reaction. If they don't have an instinctive first assumption, then suggest they leave it blank.
- In small groups, take 7 minutes to use the remaining column to identify other possible explanations. Encourage them to identify at least one alternative for each behaviour example.

- In the large group, ask participants:
 - ? Have you seen people use any of these, or other, assumptions to influence their decisions during the recruitment process?
 - ? How many of these behaviours are associated with different cultures?
 - ⌘ Many of these are associated with different cultures. It is easy for us to either misinterpret or inappropriately judge behaviours that are different from our own. Some of these behaviours have no particular meaning associated with them.
 - ⌘ When you find yourself or others making assumptions about someone, it is useful to pause and consider any alternative explanations before making a judgement.

If participants are interested in learning more about differences between cultures, refer them to some of the books suggested in the introduction to this training kit, or to www.eeotrust.org.nz

Exercise 6

Has your organisation tried these strategies and were they useful?

	Has it been tried? Yes / No	Was it useful? Yes / Partially / No / Not applicable	Should we try it or do more of it?
Advertising on our own website			
Advertising in community newspapers			
Including languages other than English in our advertisements			
Using visual images of diverse people in our advertisements or recruitment material			
In advertisements including references to things the employer can offer, e.g. paid parental leave, flexible hours, childcare centre, flexible leave			
Advertising on Maori radio			
Advertising in Maori media, e.g. Mana			
Advertising on local marae noticeboards			
Advertising through the local Pacific Island churches			
Advertising in Asian newspapers and magazines			
Networking with Maori and Pacific Islands liaison officers at universities and polytechnics			
Working with supported employment agencies such as Workbridge (an organisation that provides jobs and training for disabled people)			
Networking through specialist organisations, e.g. women's lawyer groups			
Deliberately including references to men and women in advertisements for jobs that have traditionally been thought of as being done by only men or only women			

	Has it been tried? Yes / No	Was it useful? Yes / Partially / No / Not applicable	Should we try it or do more of it?
Developing relationships with groups and individuals who may be able to promote the job you are recruiting for to people in diverse communities			
Employing a diverse group of consultants			
Using the EEO Employers Group logo in advertisements			
Using previously placed candidates and clients as referees			
Are there other strategies that you are aware of?			

Exercise 7

Checking that assumptions aren't being used as an unnecessary barrier

The candidate ...	My first assumption might be ...
Speaks too softly	
Speaks too loudly	
Is overweight	
Stands too close	
Asks more questions about time for family than about the actual job	
Is uncomfortable identifying things that they have individually been responsible for achieving	
Won't initiate any questions	
Smiles and laughs nervously	
Has a firm handshake	
Spends a lot of time making small talk rather than getting into the heart of the interview	
Won't make eye contact	
Has a soft handshake	
Wears an earring in his left ear lobe	

The candidate ...	My first assumption might be ...
Wears an earring in her right ear lobe	
Asks blunt questions about money	
Pauses for a long time before answering any question	
Is nervous about doing computer assessments	
Casually groomed for the interview or poor general personal hygiene	
Lack of confidence	
Doesn't stand up and greet you when you enter the interview room	
Reluctant to give names and details of references to be completed	
Cannot articulate what they want	
Doesn't provide full information	
Smelling of smoke in the interview	
Chewing gum	
Unsmiling face, in general seems non-emotive	