

RETHINKING CANDIDATE RELATIONSHIP STRATEGIES

I. ALIGNING SEARCH PARTNER OBJECTIVES

Instilling a Quality Focus in Search Partner Selection

Stakeholder-Centric Agency Selection



Search Consultant Behavioral Interviews



Best-in-Class RFP Components



Equipping External Partners for Success

Search Firm "In-Days"



"Deep-Dive" Candidate Profile Downloads



II. HARD-WIRING A RELATIONSHIP FOCUS

Enhancing Relationship-Focused Capabilities

Recruiter Time Audit



Departmental "Upskilling" Initiative



Performance Advancement Tactics



Replicating Search Firm Models

In-House Executive Search Firm



"Hybrid" Search Model



Staffing Market Intelligence Group



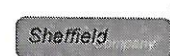
III. TARGETING HIGH-IMPACT CANDIDATE POOLS

Identifying Key Candidates in Advance of Requisitions

Skill Scan Library



"Movers and Shakers" Dossiers



Lifestyle-Based Profiling



Targeted Referral Solicitation



Expanding Relationship Reach

Segmented Passive Candidate Outreach



Product-Focused Candidate Data Capture



Camouflaged Job Site "On-Ramp"



Alumni Reconversion Initiative



Alumni Relationship Management Portal



* Pseudonym.

A WINDOW ON OUR WORLD

Pepsi's search firm "in-days" are designed to better equip search firms to find the right talent for Pepsi's business needs and to better prepare that talent for the experience of working at Pepsi

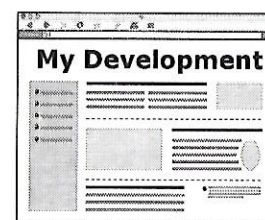
Overview of Staffing and Diversity Metrics

Diversity Index Scorecard			
	Agency	Internet	Referral
1999	1.08	0	.71
2000	1.13	.92	1.16
2001	1.09	1.19	.77
2002	1.29	1.07	.73

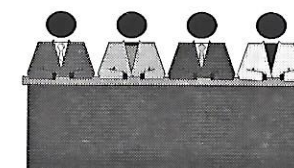
Overview of Business Initiatives



Overview of Career Development Tools



"Straight from the Horse's Mouth" New Hire Panel Discussion



Goals:

- Summarize how search firms fit into the "big picture" of talent sourcing at Pepsi, helping them understand how they can continue to succeed as search partners
- Explain Pepsi's plans for future search firm utilization, building ongoing support and goodwill

Goals:

- Build search firm knowledge of major Pepsi business initiatives, particularly with regard to new products, strategies
- Translate business goals into talent needs so firms better understand the profile of the right candidate

Goals:

- Educate firms about Pepsi's career growth philosophy and tools so that they can accurately and compellingly describe these to candidates
- Explain Pepsi's internal mobility protocols to underscore the importance Pepsi places on career development

Goals:

- Provide direct feedback from new hires to search firms on how well they were prepared for working at Pepsi
- Help firms understand how they can better prime candidates for early success

ENORMOUS DIVIDENDS

"These events have paid enormous dividends for us. They build incredible goodwill for Pepsi among our search firm partners, but more importantly, for the cost of around one placement, we are able to fully educate the firms about our talent needs and our culture, and motivate them to go out into the labor market and help us to achieve our talent objectives."

John Delpino, Director, Executive Staffing
PepsiCo, Inc.



TAKING OUR "PULSE"

NIKE Staffing developed a survey to assess recruiters' time and activity allotment, deciding to divest recruiters of certain "non-core" activities based on the results

Imperative #1: Understand Recruiter Obstacles

Situation:


- Recruiting organization maintains one executive talent scout
- Recruiters traditionally strongest at "block and tackle" service delivery
- "Non-core" recruiting activities demand significant recruiter time

Primary Challenge: Rebalancing recruiter activity portfolios

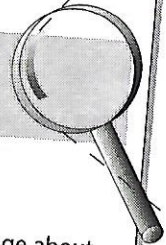
Survey delivered to staffing team of 23 (18 recruiters, 3 managers, and 2 administrative assistants); takes roughly 20 minutes to complete

Survey provides opportunity to "pressure test" current model

One-on-one conversations with senior HR and business leaders help confirm mutual desire for talent pipeline building

Recruiter Activity "Audit" Survey Excerpt 

1. What is your average requisition load for this fiscal year?
2. Who are your primary HR contacts (please list in priority order)?
3. Which staff meetings do you regularly attend (HR and business specific)?
4. What percentage of time do you spend (approximately) performing duties that are not related to sourcing and recruiting?
5. What do you think works exceptionally well right now in Staffing?
6. What do you think we need to improve or change about the current staffing organization?



Problems identified:

- Up to 30 percent of recruiter time spent on competency-based selection training for hiring managers
- Up to 15 percent of recruiter time spent on administrative candidate care logistics

Solutions:

- Shift hiring manager training administration to learning and development; Recruiting plays a limited role in program facilitation
- Hire senior administrative associate to handle candidate care logistics and ensure consistency

Outcome:

- Recruiters reclaim up to 45 percent of their time, creating the capacity to focus on proactive sourcing activities