



NPAworldwide

Recruitment Network



Executive White Paper

5 Options for Global Talent Search

Pros and Cons of Common Models

By reading this paper you will learn:

- Why the size of your organization may change the recruitment model you use.
- How less obvious recruitment models can benefit employers.
- Options to reduce the repetitive nature of finding support for global talent search

Executive Summary

The ever-increasing demands for faster, better and cheaper have an impact on employers of all sizes. With this increased need for speed and efficiency, organizations are becoming more virtual, more diverse and more global. While large multinationals have people and resources to apply toward global talent search, small and medium-sized enterprises are not always as fortunate. As purely domestic organizations cross borders and oceans to find suppliers, distribution channels, new customers and the employees to support this growth, a new set of skills will be necessary for those responsible for global talent management and global search. Employers will have choices to make about the best way to fulfill on the growing global need for talent. In many cases the approach that employers take is based on a limited understanding of what is possible and perhaps an even lesser understanding of some recruitment business models that have surfaced over the past 10 years. To support a better understanding of options, the president of NPAworldwide, the oldest and largest global recruitment network, will compare and contrast five of the most common global search models today.

What is best for your organization?

Introduction

There are some basic options available to any employer, HR manager or hiring manager when it comes time to seek new talent for an organization. For the purpose of this white paper, we will focus on a new hire done for a location ***outside the headquarters country*** of the employer and management.

5 Options

1. Do-it-yourself model
2. Delegate to the local employees already hired at the remote/global location
3. Find a recruiter in the remote/global location
4. Find a large recruitment organization local to you, with operations in or near the remote/global location
5. Find a local-to-you recruiter willing to manage a remote/global search that engages recruiters in that remote/global location

Do you have the time and skills needed?

Can you mitigate the risks?

Do-it-yourself Model

The do-it-yourself model is appealing if this is a once-in-a-lifetime situation where you have the time and skill needed to make this search a success.

Some things to consider:

- Do you know the market for talent in this location?
- Do you know the language?
- Do you know the culture?
- Do you know the law?
- Do you have a source of candidates?

Benefits:

- Control
- Personal growth and learning
- Potential for a lower cost to gain results
- Speed
- Efficiency

Risks:

- Lack of knowledge of local culture could make for a long, difficult or bad hiring decision.
- Language and currency issues combined often make for errors that are difficult and expensive to resolve.
- Legal considerations. Knowledge of local employment law is necessary to make the hire correctly.
- The best sources of talent are not always obvious in remote locations. The best job boards, aggregation sites and social media tools are not consistent worldwide.

Will what works at headquarters work here?

Does this distract employees from core responsibilities?

Delegate to Remote Employees Model

Perhaps you have talented and savvy employees on the ground in your remote location that can search and select the right talent for that location? This is not always the case. Sometimes the level or status of who is making the hire will have a significant impact on the candidates available to you. This is frequently more common in some markets and regions than in others. Do not assume that what works at a headquarters location will work elsewhere.

Some things to consider:

- Do your remote employees have the time?
- Will this distract from core results required in this location?
- Do these employees have experience with interviewing and proper background checking?
- Do they know what is legal in the hiring process?
- Do they have quality sources for applicants or candidates?

Benefits:

- Speed
- Efficiency
- Engagement of the team may support better morale
- Potential for a lower cost to gain results
- Less stress and work for headquarters

Risks:

- Lack of skill and savvy could make for a long, difficult or bad hiring decision.
- Legal considerations. Are the employees aware and able to implement a legal hire?
- If they do not recruit, interview and hire regularly, are they able to source the best talent?
- Will they need to outsource to a local recruiter?
- If they use a local recruiter, do you really want the remote employees defining the position and the company or do you expect a role in the decision-making?
- Does this distract from the real mission of this team?
- Will all future openings need to be delegated?
- Tough to retract authority once given. Loss of control.
- If you are held accountable for the results, do you need to be a part of the process?

Are there high quality recruiters that you know of in this location?

Will you be offered the best talent if you are seen as a “one and done” transaction?

Remote Recruiter Model

Finding a good recruiter where the hire is to be made is a great option. As covered in the prior model, that recruiter could report directly or indirectly to the remote location employees if there are any in place. If preferred, the remote employees could be removed from the process and the reporting could be direct to headquarters.

Some things to consider:

- Who needs to be in the reporting chain?
- Can you establish times, methods and accountabilities for regular communication? In locations half a world away, this can be challenging.
- Can you clearly communicate expectations to your recruitment partner?
- Do they understand your cultural norms and expectations? “Fast” or “high quality” have different meanings in every culture.
- Will you get top talent from a remote recruiter that knows you are potentially a “one and done” job fill?

Benefits:

- Speed
- Efficiency
- Reduced stress on headquarters

Risks:

- Not as much of a risk as a concern, these arrangements are “one and done” and need to be duplicated in many global hiring locations.
- Significant investment in locating the right recruitment partner, and it will need to be repeated in each new locale.
- Multiple recruiters to hold accountable. If various hires are being made, you will operate as the project manager.
- What if the hire made does not last? What is your ability to gain a response or leverage a guarantee from a “one and done” transaction?

Will you get the attention of a large chain recruiter with one difficult position?

What is the skill level and tenure of the recruiter assigned to you?

Are the branches of the chain working well with each other and with corporate?

Large Chain/Remote Recruiter Model

Recruiters are professionals that should ease the process of making a superior hiring decision. The big firms with global locations are efficient and effective at selling the services they offer. They frequently have offices in many of the locations that matter to you. You will likely have the option of working directly with the remote recruiter location or perhaps with a team that includes your local representative.

Some things to consider:

- If you will be working with the remote branch, can you establish times, methods and accountabilities for regular communication?
- If working with the remote branch, you might still have difficulties clearly communicating expectations to your recruitment partner and your cultural norms and expectations could still be different.
- Will you get top talent from a remote recruiter that knows you are potentially a “one and done” job fill?
- These sales and servicing recruiters are usually in their positions for a limited time. There is great churn in the recruitment industry, but even more in entry-level positions for large chain operations. What is the skill level of your assigned contact?
- Are you working with a branch manager? How long has your contact been in the current role?

Benefits:

- Efficiency
- Local knowledge
- Backed by a major organization
- Professional
- Could be costly compared to other options

Risks:

- Are the branches (as you may be working with two branches and a corporate location for billing) working in your best interest?
- Are you one of their top customers?
- Does this one job get you their best recruiter or a junior account executive?

Do you know about networked recruiters?

Are you working with an owner? Is the owner accessible to you?

Is it one call for any job to be filled anywhere?

Is there one person to hold accountable?

Local Recruiter Manages Global Partner Model

Some strong independent recruiters work cooperatively with other recruiters as part of a split fee network. They join these networks willingly to offer better service to their clients locally, regionally and internationally. As we already discussed, recruiters are professionals that should make your life easier and your hiring process more successful. If you can develop a local relationship, a single point of contact, and that recruiter or recruitment company owner then manages the interface with a remote recruitment affiliate, you have something truly unique. They share in the fees paid; you do not need to wire funds or pay for recruitment services in multiple currencies.

Some things to consider:

- Are you working with a firm owner or vested employee?
- Are you working with someone in your location who is easy to hold accountable?
- Do you have an improved likelihood of getting top talent from a network affiliate that joined willingly, and will be doing many more similar job fills with network partners in the years ahead?
- What is the tenure of the owner? How does it compare to similar branch managers in your market?
- Do they offer you a single contact for any job anywhere?

Benefits:

- Boutique service
- Single point of contact
- Local ownership in both locations
- Professional
- Backed by a network of peers
- Can provide local and global knowledge

Risks:

- Limited and mitigated
- No relationship is without risk. If you are dealing with an owner, and the owner of a small independent business in your local market or in your industry space is not performing, you have immense leverage. Leverage is good!

Make long-term decisions. Do not settle for short-term stopgap measures.

Conclusion

There are many ways to begin a global talent search. While all will produce a result, some may be easier and more effective for your needs. If you will have ongoing needs, it is wise to select a method or model that can be quickly accessed and effectively managed time after time. Unless your organization has great resources and talented hiring managers in remote locations, it may be best to engage a professional recruiter. Recruiter options vary greatly, from remote and remote branches of a chain operation to a local relationship with global reach. Consider your options in a strategic way. Is this a “one and done” hire or will there be needs in multiple locations and for varying positions over a five-year period? Make long-term decisions and do not settle for a short-term stopgap measures. Global talent search will become more common in the years ahead.

About NPWorldwide

NPWorldwide is a global network of premier, independent recruitment firms working cooperatively to serve their clients. NPWorldwide is the oldest recruiting network of its kind, with an international membership of nearly 500 recruiting firms located throughout Europe, Asia, Australia, Africa and the Americas.

For a referral to one of our member recruiters, please contact:

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