

[TALENT  FUSION]

TalentPath 2.1 Project Methodology

- *Define*
- *Deploy*
- *Communicate*
- *Measure*
- *Optimize*

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Introduction

Historically, recruiting has been treated as an art form as opposed to a science. As a result, the success or failure of a recruiting engagement has been primarily a function of the capabilities of the individual recruiter executing the process. TalentFusion applies scientific methods to recruitment, thereby, creating a process that allows for more predictable and better quality results. In addition, a methodology allows us to establish a process that accelerates new recruiters through the learning curve and insures continuous improvement of the recruiting process. The desired outcome is a framework that takes full advantage of the creativity and innovation of the recruiter, while providing sufficient structure to facilitate maximized potential of the recruiting effort as well as ongoing performance enhancement of the individual performer.

Our background is in IT outsourcing. The disciplines we learned while working in the IT outsourcing industry include personal responsibility, measurement of all activity and results, active client involvement, continuous improvement and structured process. The result is the TalentFusion recruitment methodology: Talentpath.

Talentpath is our guide. Talentpath provides a starting place and a critical path. Talentpath also provides for feedback loops that help us achieve ongoing improvement in our process.

Talentpath is inanimate. It only becomes a living part of our recruitment execution by using it actively. The method itself will only improve by using it. We hope that this first version of Talentpath will lead us to new ideas as to further process improvements and enhancements to the methods. The key is to apply Talentpath religiously on every engagement, large and small. If we do this then over time we will refine our process and improve our results. Most importantly, we will deliver greater value to our clients.

Talentpath is not overly elaborate. It is a simple set of steps and underlying actions, tasks and tools that are easy to follow and implement. The framework of the methodology lies in our defined five principles to the recruitment project management process. These five steps should be followed in all recruitment engagements, regardless of size or complexity. Following The Five Key Principles will not guaranty satisfactory performance. That is up to the efforts and ingenuity of the project team members. The application of Talentpath will, however, significantly improve the chances for success and delivering predictable results to the client.

The critical elements to Talentpath are as follows:

The Five Key Principles

1. Define - Define the Engagement
2. Deploy - Assemble and Equip the Team
3. Communicate - Communicate the Plan
4. Measure - Measure and Communicate Results
5. Optimize - Evaluate and Optimize Performance

We will drill down on each of these steps as to the tasks involved. We will also provide simple tools and reports that can be applied within each step to support the proper execution of Talentpath.

This is a living methodology. The way to improve it is to use it and then to share with others ideas for enhancement. Shared innovation in a structured environment leads to process improvements that benefit everyone.

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Define the Engagement

Proper definition is the first critical step in any engagement. We must lay out the project plan and identify the specific goals of the engagement. We must properly set client expectations. More engagements have failed as a result of not establishing realistic expectations than any other single factor. Satisfying client's urgent needs for people is hard enough. Doing so in an environment in which their expectations have either not been set or are improperly set is virtually impossible.

It is our objective to set aggressive, yet realistic objectives that are agreeable to the client. By following a series of defined steps, we will increase the chances that our client will understand and be engaged into our process. As a result, we greatly enhance our chances of ultimate success on the engagement as defined by the original expectations set during definition.

Steps in Defining the Engagement

1. Understand the client situation.

The absolute first step in defining the engagement is to properly understand the client situation. This can be achieved by conducting a brief, but thorough interview with the client. Some of this information may have been covered in the sales cycle (see step 2); therefore you will want to work with the sales representative to prepare for the client interview process. The areas you want to explore include:

- What is the client's business?
- Business conditions. Is the client growing? Under cost pressure?
- What is the next year business forecast? Growth rate?
- Who is involved in recruitment process?
- What are the immediate hiring needs?
- What are the long-term hiring needs?
- What are the hiring profiles?
- Who is the buying customer? Who funds this type of service?
- Explain the current recruiting team and process?
- What sourcing methods are utilized?
- What are your expectations of this engagement?
- Who are the client's direct competitors?

Develop a set of questions that you feel will allow you to gain a thorough understanding of the client's situation, challenges and expectations of TalentFusion.

2. Develop a Project Definition and Action Plan (PRODAP).

Once you have a strong understanding of the client's business environment and situation, you can develop a project plan or PRODAP. (Please see attached copy). The PRODAP is conducted after a deal is closed and a client has committed to starting a project.

The first point of reference in the development of the PRODAP is the account manager that closed the deal. They should have, as part of the sales process, gained significant insight into the specifications of the project. Once you have that data and have conducted your client interview, you can then construct the PRODAP.

PRODAP is the guiding document for the entire engagement. It is where we gain a clear direction from the customer and make delivery commitments to the customer. PRODAP should be referenced throughout the engagement to make sure we are on track towards the commitments we made at the outset of the project.

The following series of elements should be covered in PRODAP.

3. Establish objectives - Set expectations.

Again, this is critical to the success of the engagement. The temptation to oversell the client on unrealistic expectations must be resisted. It will take a modest period of time to get fully up to speed and production with most engagements. The client must understand this.

Take a look at the following areas when establishing the objectives of the engagement:

a. Establish the baseline.

What is the client's current recruiting yield? To what levels of output are they accustomed? What are their expectations from TalentFusion? Is it realistic, understanding our direct sourcing model? It may or may not be. Keep a completely open mind, resisting your pre-conceived ideas until you are sure you have all your facts.

b. Define the positions.

The most fundamental and crucial data needed in the PRODAP is a set of clear job specifications for each position being filled. The client

should be able to provide a job description or we may have to help construct them as part of the PRODAP process.

As part of this exercise, you need to understand all the technical as well as cultural aspects of the positions. What skills does the candidate have to possess? What kind of person must they be? What soft skills are most important? Describe an ideal candidate?

It is critical to understand the salary ranges associated with each position. What is the flexibility with those? If we find an ideal candidate that has expectations outside those parameters, should we submit? Do we have market data that validates or invalidates the client's salaries for these positions? If so, we need to share that with the client in the PRODAP process and record modifications or agreements as to salary management and flexibility.

It is important to get this information from both the interviewers such as internal recruiters as well as the hiring authorities. Many times they will have different perspectives and we need to understand and manage them.

You must define the target companies that ideal employees should come from. While it is important to focus on the targets that the client provides, you should educate the client on alternative targets that may provide good talent. The more narrow the target pool, the more challenging it will be to secure talent.

c. Define ROI – overall targets.

The **return on investment or ROI** should have been discussed in the sales cycle. Investigate those targets. Modify them incrementally to accommodate your better understanding of the client situation. Build a clear set of near term and long-term objectives. Be specific within certain ranges (example: 9-12 hires in a 3 month engagement with a 2 person team).

d. Establish metrics.

Each engagement will have slightly different metrics based on the specific details of the client data requirements. At bare minimum we will track and report on:

- # of contacts
- # of candidates
- # of candidates entering process
- # of client interviews
- # of hires

- Cost per hire
- Diversity goals, if appropriate

We will report this data to our client and ourselves on a weekly basis, though the detail may go down to daily activity.

Metrics help us understand if we are tracking to the original expectations established in PRODAP. As important, metrics help us uncover process breakdowns and bottlenecks. Understanding where to apply pressure or streamline process will have a significant positive impact on our ability to continuously improve performance.

Attached please find a sample metric report. (in attachments)

e. Establish milestones.

Milestones are built in throughout the engagement using performance metrics and ROI as data inputs. It is critical that we drive each engagement towards the ROI in PRODAP. Underneath that, we understand that we need to deliver metrics that will support the achievement of ROI. There is a reasonably predictable # of calls needed each week to generate a certain number of candidates. There is a reasonably predictable # of candidates needed to deliver a certain number of client interviews, hires, etc.

Build these milestones into the project plan. You absolutely must understand how the project is tracking towards those milestones in order to take corrective action prior to there becoming a problem or a missed expectation.

4. Define the term of the engagement.

The length of the engagement must be understood. Investigate the number of hires the client needs us to execute over what period of time. This will help you formulate the number of delivery teams needed as well as the term of the engagement.

It is important to understand that our performance will improve steadily throughout the engagement. Particularly in functional outsourcing, the optimization of the process will not be fully realized until well into the engagement. This could take up to three months in smaller programs or up to a year for larger, more complex engagements.

Articulate the term of the engagement with associated milestones and objectives in PRODAP. It is then important to hold the delivery team to those milestones.

5. Define the Process.

Every engagement will have a somewhat different process. For each situation we need to define the following steps to the process:

a. Sourcing approach.

The Talentfusion model is heavily dependent on direct sourcing. Direct sourcing is the best way to secure top tier talent. It is therefore the cornerstone to our overall sourcing process. In addition, we utilize the Internet to augment our sourcing process.

As you plan out your sourcing activity for an engagement, you must develop a sourcing plan that is centered on direct sourcing. In PRODAP, you must understand what are the target industries and companies from which talent will come in order to fill the openings required to satisfy the engagement? What companies, if any, are off limits to sourcing? Who, on the team, will be responsible for what? What role, if any, does the Internet play in the sourcing?

Different hiring profiles and situations dictate different approaches to sourcing. It is important that the approach that is right for the given situation is discussed and planned out in the PRODAP process.

Specific tasks and techniques to conducting direct sourcing will be covered within the TalentFusion sourcing process documentation.

b. Screening and interviewing process.

In PRODAP, you must define what the interview process is. In all situations, interviewing is a shared responsibility between TalentFusion and the client. The question is how far does TalentFusion take the process.

In a full outsourcing engagement, it is typically our responsibility to take candidates all the way through the interview process from initial phone screen to full interview and reference checks. We may be asked to administer a test for technical positions. In other words, we will deliver final candidates to the client. All that remains to be done is to validate our findings and check for cultural fit.

In sourcing engagements, our typical involvement in the interview process is much more limited. We will conduct varying degrees of

screening to determine that the prospective candidate could be a fit for our client. This can range from simple identification of individuals with the right credentials to performing some form of screening to validate the identification. It is the client's responsibility to take the identified prospective candidates through their defined interview process in order to determine qualification.

Each engagement will have a different interviewing process. You must discuss the ideal process with the client and capture that process into PRODAP.

c. Candidate management process.

Once we have qualified candidates into the process, it is important that we follow a consistent and candidate-friendly approach. Most of our candidates have been direct sourced. They did not come to us. We asked them to enter the process. As such, it is important that they are treated as customers throughout the process. We are always selling them on the idea of joining our client company. We want to make them feel comfortable and confident that we are working with their best interests in mind.

It is important to discuss candidate management with the client. It is important that the client understands that the candidates we deliver are different than those secured through Internet job boards or other vehicles that generate candidates that enter the process in a way other than through direct sourcing. The client must be in selling mode. Of course, we expect the client to conduct a thorough screening and qualification process.

Candidate Management is a critical phase in the recruiting process. It is critical that a clearly defined process, agreed to by the client, be contained within PRODAP.

d. Internal client hiring process.

It is important to understand, and capture into the PRODAP, the client's interview and hiring process. Who is involved? How are they involved? Who has final hiring authority? How many steps are there in the process?

In a labor short market, it is important to convey to the client the need for an efficient process. Candidates may have multiple opportunities that they are considering. Decisiveness and urgency are critical in securing the best talent.

Also, we need to understand what each of the people in the client's hiring process look for in a candidate. This will greatly enhance our ability to source the right candidates and position them properly with each interviewer.

It is important to interview each member of the hiring team and record as much detail as possible on the hiring process and the expectations of each person in the process.

e. Define candidate hand-off process.

It is important to understand the point at which we hand off a candidate to the client and what should have happened prior to that point. Who is the client interface? What level of screening should have occurred? How is the candidate to be introduced to the hiring managers?

The answers will vary significantly from client to client. Typically, it is optimal to have more direct contact with the hiring manager that has ultimate authority to make an offer. We can then better understand what they are looking for and modify our approach as we go to match their requirements.

Capture the hand off procedure into the PRODAP.

6. Define change procedure.

It is very common within the term of an engagement to have the efforts of the team or individuals within the team redirected by the client. Positions close or go away or the focus of the company or department changes.

It is important to understand how productivity is affected by changes in direction and articulate that to the client. It is equally important to define a process within the PRODAP as to how that change is executed. It is optimal to have some notification period before we change direction so that we can effectively shift the focus of the sourcing team on the new requirements as early in the change process as possible.

This is typically a weakness within most firms. It is expected that "Recruiting" will turn on a dime on an as needed basis. While we will do that, it is even better if we have some lead-time in order to ramp up. If we are not aware of the change in focus, then we will apply effort that will not result in hires.

In the PRODAP we should understand the stability of the hiring profiles, the likelihood of change and the process by which those specifications will change.

Throughout the engagement it will be important to stay on top of change. It happens all the time and our engagement manager needs to stay very close to the people on the client side that can provide early signs of change.

a. Non-compliance process.

In some cases we can execute a solid PRODAP and still find ourselves off the mark in the types of candidates we are submitting. This may be because priorities within the project or client have changed. It is important to specify in the PRODAP enough detail about the positions to be absolutely sure when you do and do not have a qualified candidate.

That data will assist greatly in managing non-compliance. If we have a solid candidate that matches exactly to the PRODAP profile and is rejected by the client, then we have a problem. Having the right information early on will assist you in having conversations with the client as to what has changed in the specification and how to re-calibrate our sourcing to get back in line with the revised specification.

b. Project scope change.

In many cases we will be asked to change our role or purview within the project or client's hiring process. We may be asked to take on additional responsibility such as more in-depth interviews or technical testing. We may be asked to interface with different people in the client's hiring team. We may be asked to accept additional requirements on top of the original requirement load.

Whatever the case, it will be important to have recorded in the PRODAP what the originally agreed upon scope was in order to re-set client expectations as to impact of the change in scope. If we take on more responsibility, it must have some impact on cycle time or even cost.

We welcome the opportunity to accept additional responsibility within the client. It is simply important to understand and manage the change and expectations of the client.

7. Define acceptance criteria

Each project should have a clearly defined set of overall objectives. If we agree to a three month project to hire 10 people of a certain skill, then that

should become the acceptance criteria for the project. The client should help fashion those criteria. In many cases, the objective is not just hires. Candidate flow, quality of submittals, outbound calls made, etc all can come into play. Ultimately, what are the things the client needs to see to sign off on the project? What will be considered success? All this must be understood and captured into the PRODAP.

8. Define the technology

Depending on the client's existing technology set, we will either seek to optimize current systems or provide a best of breed solution from our technology alliance partners.

Under ideal circumstances, we will bring the client onto our technology platform. This will allow us to drive down operating costs and maximize systems efficiency. It will also facilitate the maximum utilization of our sourcing center, further driving down cost and improving performance.

Technology must be properly defined in the program definition phase.

If we take the time to understand the client's overall situation and then drill down and define all essential elements within the project, we significantly improve our chances for success. The most important part of this definition phase is managing the client expectations. It is important to bring out, discuss and modify all elements of the positions and project that could become issues down the road.

If we do this and then execute to the project specification including adherence to change control, then we significantly improve the predictability of the recruiting function for the client.

That will lead to successful engagements and satisfied clients.

The Five Key Principles

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- 2. Deploy - Assemble and Equip the Team**
3. Communicate - Communicate the Plan
4. Measure - Measure and Communicate Results
5. Optimize - Evaluate and Optimize Performance

Assemble and Equip the Team

Once the engagement is properly defined, we can assemble the team needed to accomplish the task. In many situations, at least the leadership elements of the delivery team are identified and have participated in the construction of the PRODAP. In fact, the size of the engagement team should have been discussed in detail within the sales cycle as that has a significant impact on pricing.

Every engagement will be different, requiring a different deployment of resources. The PRODAP should guide our decision making process as it relates to the personnel involved.

Is the engagement strictly direct sourcing? More process management? What is the level of the positions? How much sourcing support vs. delivery management? Etc, etc.

Putting the right team together with the right tools is an essential step in the process and will have a significant impact on the success of the engagement.

1. Establish the delivery team.

We must first establish the team's engagement manager or team lead on small projects. Every effort, regardless of size, must have a leader that is responsible for the project and accountable for results. In single person deals, that individual has engagement responsibilities and should follow Talentpath.

During the proposal and contract phase of the sales cycle we must discuss the number and type of requirements as well as term of the engagement.

In addition, we need to consider the strength of the client in the marketplace in terms of the difficulty we will face in convincing prospective candidates to consider entering the recruiting process. A strong brand with good employment reputation will allow for more aggressive hiring targets, as the sourcing effort will be relatively easier than a client without a solid or well-known reputation. These factors must be considered when establishing performance targets and team size needed to accomplish the task of hiring to all open requirements within the engagement.

Break down the engagement into 2-3 person teams with 1-2 Sourcing Specialists and a full time Delivery Manager. Use the solution pricing tool to define the composition of the engagement team, considering the number and various types of hires per year and the complexity of situation and difficulty of sourcing for each of the positions. If it is a cold start in a tough market representing an unknown client, then the additional Sourcing Specialist is optimal. We may be able to back down the sourcing effort as a satisfactory pipeline of candidates is developed.

Example:

Client is not well known, but has a strong track record of employee satisfaction and has a bright future. We are asked to hire 12 sales representatives over a three-month period. Positions are straight forward and all the same. In this case, we should recommend a three-person team for 90 days to accomplish the task.

In larger engagements of three teams or more, we should assign a billable engagement manager that does not personally carry recruiting responsibilities. It is a full time job directing the activities of a larger team as well as managing the client, reporting and quality assurance needed to make the engagement successful.

2. Establish the client hiring team.

In full life cycle outsourcing projects, our engagement team will typically have direct interface with the hiring managers within the client company. In order for us to achieve predictable results we need to be able to calibrate our search efforts in real-time based on direct feedback from those hiring managers. In some situations, our team will interface with the client HR or recruiting team. In these cases, extra effort needs to be placed around establishing clear and strong relations with the client team.

Either way, as part of the kick-off process, we must know who is on the client hiring team. We must also know what their hiring style is, what is important to each of them in an ideal candidate, what soft skills are important, etc. Each hiring manager or recruiting representative will have a somewhat different set of criteria and a different style. It is critical to understand all that and to map our delivery people to that set of variables. Failure to do this will cause delays and unsuccessful candidate presentations.

It is the job of the engagement manager or delivery manager ask questions of their client hiring team to understand these very important pieces of information and to convey that to our delivery team.

3. Agree on client process.

This is a critical step and will have a significant impact on cycle time and productivity. It is important to understand the client's current screening, interviewing and hiring processes. Who does what type of interview? How many people are involved? Who has final say and hiring authority? Must decisions be unanimous? Are there tests involved, drug screening, references, criminal background checks, financial checks, etc?

We need to have respect for the client's process, however, we also need to make recommendations to streamline the process in cases where it is clear that we will not be successful due to a cumbersome process.

It is the engagement manager or delivery manager's responsibility to define and make recommendations on the client hiring process and to convey the final process to our delivery team.

4. Define Process Tools.

Once the engagement team and hiring process has been defined, the engagement manager must define the sourcing, screening and tracking strategy and tools needed.

Much of our sourcing is through direct methods and this is always the default strategy. There may be times when other methods such as use of the internet, internal referral programs or events such as open houses may make sense for the client or they may request that we manage other sourcing methods for them. It is the engagement manager's responsibility to define these with the client.

We may be asked to utilize screening or testing tools as part of our process. We must use the selected testing tools consistently throughout the engagement.

It is important to understand what tracking reports our clients require. Our standard weekly performance tracking report is a PSR (see attached). The PSR and other reports will be discussed in further detail in section four.

It is the engagement manager's responsibility to define and communicate all process strategies and tools to the team.

5. Clearly define roles and responsibilities.

It is important to distill all the collected information into a summary discussion with the client on roles and responsibilities. If we have clearly defined the team, the process and the client process, we then should be able to establish exactly who does what. How far does the client want us to take

the hiring process? When should we hand over candidates? At what level of screening? Before or after reference checks? Etc, etc.

Avoid duplication of effort with the client. Strive to streamline the process.

It is the engagement manager's job to define and communicate this with the client and our team.

6. Establish client communication process.

It is important to understand the client's expectation on communication processes and frequency. In general, we should communicate activity and results on as frequent a basis as the client is comfortable. The client will always reserve the right to ask us to communicate less. Many problems can be overcome if we communicate as regularly as possible, particularly early in the engagement.

The engagement manager must be in constant contact with the delivery team. In addition, formal engagement review meetings must occur every week. PSR reports should be used as the primary point of reference in those meetings. The findings of each meeting should offer guidance to adjustments needed on the team or its approach.

The engagement managers should establish a weekly formal meeting with the client as well. Adjustments to the engagement should be communicated to the client as well as gathering their perspective on the performance of the team and satisfaction of the engagement. Those findings must be shared back with the delivery team to further calibrate the effort.

Candidate flow process should be established with the client. Ideally, we will deliver candidates to the hiring manager directly as they become available. We should urge the client that real-time review of candidates is optimal.

7. Client executive management involvement.

It is critical that we achieve a level of visibility and sponsorship within the client executive team. Ultimately, the client executives will review the cost and result data of the engagement. The fate of our relationship with the client is dependent on the satisfaction of that individual or group. It is important to understand who is funding the effort and who is aware of the effort at the executive level and what they are measuring.

Ideally, we should seek to have periodic interface with our executive sponsor. At bare minimum, we should know who they are so that we can provide them with reports from time to time.

An escalation process should be established. We should understand what conditions trigger our client to escalate an issue and to whom it will be escalated. Internally we need to define our escalation process. Many times, problems can be avoided early if executive intervention occurs.

Assembling and leading the team are critical elements to the success of a project. The engagement manager is responsible for all aspects of delivery within the engagement. They are accountable for results. As such, they need to pull together the right team for the job. They must properly equip them to get the job done. They must motivate the team to achieve results. They must interface with the client and provide quality assurance over the project.

Project leadership is the most critical factor in successful engagements.

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Communicate the Plan

One of the lessons learned over years of experience in project management is that communications, both internal to the project team and to the client, are absolutely essential to a well-executed engagement. Communication programs are simple, yet often underestimated in their value. Engagement managers must be good communicators and be disciplined in communicating with all people involved at every step of the project.

Another lesson learned is that we tend to short-cut the communication process, particularly before the actual engagement effort begins. It is natural to want to move rapidly into delivery, making assumptions based on our experience as project managers. We must avoid this temptation. We will spend more time putting out fires later at much greater cost than if we take the time early on to communicate and refine our plan thoroughly.

1. The communication process starts in the sales cycle.
As discussed, we must discuss much of the details to our plan throughout the sales cycle. In fact, the final plan should really be a distillation of all that we have learned about the client and their situation while selling the engagement. As a result of a well executed selling process we should move seamlessly into the project with no surprises.

At this point we should have a PRODAP document as a result of the hand-off between sales and delivery. In that document we should have all details of the engagement needed to move forward into implementation.

The delivery team should now take over the communication process and position themselves as the primary contact with the client as it relates to the engagement.

2. Project kick-off meeting.
After we have an agreed upon PRODAP, it is important to conduct a project kick-off meeting with all parties affected by the engagement. Typically, there is resistance to the extent of the involvement on the client side. It is important to work with the client to help them understand the importance of

having as many of the hiring managers involved as possible. All of the primary interface personnel should be in the meeting.

Ideally, we should have the engagement manager on-site with the client in order to chair the meeting and build a strong relationship with the client team. Many times this is simply not possible and a conference call format will suffice.

The purpose of the meeting is to present our strategy to the client, make final modifications to the PRODAP secure final approval of the plan. It is also an opportunity to build excitement and create some momentum heading into the engagement.

3. Deliver the plan in writing.

After we have made final modifications to the PRODAP, we must submit the plan in writing to the client for their final approval. There may be small details in need of clarification or refinement. Once the document is finalized, we should ask the client to return the PRODAP signed to confirm final approval.

4. Set up first checkpoint.

It is important to establish a clear schedule of client checkpoints to review progress on the project and map results back to the metrics agreed upon in the PRODAP. It is wise to schedule the first client checkpoint as we accept back the signed PRODAP and have kicked off the project.

We are now ready to execute the project. Everybody involved should have a clear understanding of the overall approach and desired results. Everything should be in place to run a successful recruiting project that will meet or exceed our client's expectations.

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5. Optimize - Evaluate and Optimize Performance

Measure and Communicate Results

As we move into execution of the engagement, it is important to begin the measurement process immediately. Targets established in the PRODAP phase must be met. The most dangerous time in the project, in terms of client acceptance, is in the first several weeks. Regardless of how well we feel we have set client expectations, the reality is that the client will typically expect better results early in the project than what may have been agreed to in planning. As a result, it is important to have set solid expectations and then to drive the process towards them from the first day engaged. The engagement team and the client need to see that we are serious about metrics and performance improvement right from the start of the project.

It is equally important to communicate with the client more in the first days and weeks of a project than at any other time. Many projects will experience issues that can be unavoidable in the first phases of execution as we get to know our client better. Major breakdowns can be avoided by simply over-communicating throughout this period of time. The worst that can happen is that the client will tell you that you are "over-communicating" and to please lessen the frequency of information exchange. This is rarely a problem and is much preferred to having a problem develop of which we are not aware and, therefore, unable to fix.

1. Execute the plan.
Assuming a well-constructed PRODAP, everybody involved in the project should know what to do. Proper planning allows for simpler and less problematic project initiation. Simply follow the plan!
2. Manage all activity through TalentFusion system.
It is critical that we capture all information related to each project into our system. This will allow us to provide accurate reports to our clients. Also, the archived data and knowledge will be instrumental in continuously improving our project management and benchmarking capabilities in future engagements.

3. Reports and deliverables.

- a. PSR - Weekly project status report and snapshot.
- b. Project Scorecard – Roll-up of all active engagements.
- c. Contact Lists – Sourcing output; name generation
- d. Candidate Pipeline – Candidates in process.
- e. Executive summaries – Cover for each formal submittal.
- f. Resumes

4. Hiring Results.

Ultimately, the measure of success on most engagements is hires. In full life cycle outsourcing, we must understand how many hires are achieved. We must report this information to our client through the PSR process.

5. Cost per Hire.

Equally important is cost per hire. Most clients use the number of hires and cost per hire as the primary indicators of project success. Every situation has different associated metrics for hiring productivity and cost per hire. The targets should be established in PRODAP and then results can be gauged against those targets.

6. Final Project Report.

It is important that we wrap up each project with a Final Project Report that summarizes the cumulative metrics realized throughout the engagement as well as any relevant commentary that may be constructive. Lasting impressions with the client are established as we conclude the project. It is critical that we use the Final Project Report process as a vehicle to achieve client satisfaction for our efforts.

Communicating results, issues and project status throughout the engagement is critical to success. It is important to our internal project management disciplines as well as the relationship with the client. Expectations can be easily not met at numerous points in any engagement. People don't always remember what was promised in PRODAP. Continuous reporting helps to calibrate expectations and reveal any problems before a major client issue arises. Reporting also tells the TalentFusion management team when there are potential problems developing. This will enable a response strategy to be executed before a major breakdown occurs.

The Five Key Principles

1. Define - Define the Engagement
2. Deploy - Assemble and Equip the Team
3. Communicate - Communicate the Plan
4. Measure - Measure and Communicate Results
5. ***Optimize - Evaluate and Optimize Performance***

Evaluate and Optimize Performance

Lastly, we feed what we have learned in the project back into our management process of continuous improvement. This will greatly enhance our ability to improve the performance of each engagement as well as our overall project management capabilities.

This is an iterative process, not a single event. We must use every opportunity we have to continuously improve performance. Some are formal and structured, such as meetings and reports. Some are more casual and may reveal themselves throughout the natural course of our business. All relevant data must be evaluated. Conclusions drawn from the evaluation process must be quickly shared with the Engagement Team in order for corrective action and process improvement initiatives to be taken.

Long term, we must also archive all project review data into our knowledge repository for future reference. It is through this effort that we get better and better at executing projects.

1. Project Management Review.

Starting with the PRODAP process, we begin our Project Management review disciplines. In PRODAP we establish performance metrics and timelines for certain milestones. We must always refer back to PRODAP to see if we are tracking properly. Throughout the engagement, we must conduct regular reviews of project performance. By instilling rigor into the review process, we will uncover the opportunities for improvement that will lead to sustainable performance enhancement.

a. Formal project audits.

Periodically, thorough project reviews must be conducted.

Interviews with the Engagement Manager, their team and the client to review project performance are essential. We must validate the data we have collected in the project as well as to gauge client satisfaction in our services. Ideally, this review is conducted at the client site.

b. Weekly PSR meetings.

Each project must be reviewed in a weekly meeting with all Engagement Managers. We use the Project Status Report and

Project Scorecard as the key tools in assessing the progress of each project. We must probe into each project to better understand what the metrics are telling us what they are not. The Engagement Manager's command of the project will be revealed and suggestions for improvement can be made relative to areas of weakness.

c. Client Feedback - Quality in Service Reports.

Establish a formal feedback mechanism with the client; a weekly meeting, e-mail or phone conversation to gather their input on the progress of the engagement. Periodically, we must also send out to each client a report card for him or her to complete on our services. We offer the client an opportunity to have candid feedback based on the overall satisfaction with the project. We use the scores and anecdotal evidence to evaluate the performance of each project and to implement improvement programs.

2. Modify Sourcing Strategy.

A key area of focus in the evaluation of each project is the candidate sourcing effort. If poor candidate flow is inhibiting results, scrutiny should be applied to the performance and methods of the sourcing team. Analyzing the names generated and sources of candidates may reveal the need to modify the tools or methods utilized to attract potential candidates. There are many different ways to source candidates. Each engagement will be different and dictate different sourcing strategies. The key is to press on sourcing at the first sign of trouble as indicated by poor candidate volume or quality.

3. Analyze Client processes.

Many times the client environment and process is less than optimal. It is important to properly define the client process in PRODAP. Even having done that, we need to revisit client process issues that can have a significant impact on our performance. Are the hiring managers available for interviews? Are we getting timely feedback on candidates? Once a decision has been made to hire a candidate, are offers made in a timely fashion? Are the hiring managers selling the company as they are screening the candidates? ect., ect.

Feedback from the candidates will be very helpful in identifying these types of issues.

a. Communicate to client.

It is important to communicate to the client that there are internal process issues as soon as possible. This may be awkward at times, but absolutely necessary. It is our responsibility to work with the client organization to refine their internal process for recruitment. The only way to do that is to share with the client our observations and meaningful recommendations for improvement.

b. Look at requirement specifications.

Go back and review the job descriptions, compensation plans and anything related to the set of requirements for which we are recruiting. Is the set of skills reasonable? Is the compensation for those skills in line with market rates? Is there a local supply of that type of talent? Should out-of-market recruitment and relocation be considered?

c. Established revised process.

Once we have analyzed the situation, we should make recommendations to the client as to the nature of the process issues as well as possible solutions. We must take ownership of the problem, present ideas for change, and then be prepared to implement a revised process. It may involve education of the hiring managers. It may involve flexibility in compensation. It may involve a change in the job descriptions. It may involve all of this and other elements.

If it is clear that the process is flawed then we should assist the client in rolling out a set of improvements. If done properly, we will enhance our ability to hire the right people for the client and leave the organization better positioned for future recruitment efforts.

4. Modify Team.

Optimizing the composition of the team is a critical element in our execution on each project. Different skills are required for different situations and we need to continuously evaluate the team to understand if we have the right skills. Once we understand that we have gaps on the team, we need to decisively make changes. Then, we must measure the impact of those changes on the performance of the project.

Throughout every project, we must continuously ask whether we have the right team deployed for the situation and be ready to make changes that will enhance the ability of the team to be successful.

5. Monitor effect of changes.

All changes to the project will have an effect of some kind. We must closely monitor all changes to insure that they have improved the performance of the project. Tracking the impact of each change will enable additional improvement. This is an essential element of our continuous improvement model.

6. Report findings

All findings must be reported back to the client and to the project leadership team. By closing the communications loop, we feed invaluable data back into the project that will benefit the project. Communications is the vehicle by which continuous improvement occurs.

Conclusion

TalentPath is a framework for recruitment project management. It provides a structured approach for successfully executing our services. If we follow the TalentPath principles, our chances for positive results will improve. This is not to say that TalentPath will deliver results. People deliver results. It is up to the individuals involved on both the TalentFusion side as well as the client's side to insure positive outcomes to our engagements.

At the end of the day, it is client satisfaction that determines success. TalentPath enables a more predictable level of service, as measured by key metrics. This in turn enhances our chance of achieving client satisfaction. Ultimately, this is the primary reason for having a structured methodology; to achieve client satisfaction. It does not guarantee it. That is up to you.

TalentPath is a simple, scientific way of planning, executing and measuring our projects. Remain flexible in the application of TalentPath. Never forget the client. The client is why we are in business. Our interpretation of TalentPath and execution of our services is for the benefit of the client. We must bring flexibility in the use of a formal methodology, recognizing the differences in each and every client situation.

Project Definition and Action Plan (PRODAP)

Date: 8/28/01

Client: xxxxxxxxxxxx

TalentFusion Account Manager: xxxxxx xxxx

Client Key Point of Contact (POC): Kirsti xxxxxx

Position: 5 Openings. Quality Assurance Associates II & III

Location: Malvern, PA

Description of Position: Responsible for applying quality systems knowledge to offer practical solutions to minimize compliance risk while balancing business needs. The individual will be involved in leading or assisting GMP audits of manufacturing and support areas. Other responsibilities will include:

- Coordinate or perform the investigation of deviations, system failures, atypical manufacturing events, non-conformance and product complaints. Ensure successful resolution.
- Analyze data and identify trends to improve quality system overall compliance.
- Coordinate and or perform the review and reconciliation of batch records for product disposition action.
- Develop, implement and review SOP's and batch records.
- Assist in the evaluations and implementation of process/ equipment changes.
- Prepare and deliver presentations regarding quality issues.
- Remain current with FDA/EMEA/ROW regulations and guidelines.

Must have skills/experience (Defines status as an Interested and Qualified Candidate):

- At minimum, 3-7 years of Quality Assurance Experience.
- Bachelors Degree in a Scientific Discipline
- Proficiency in Word, Excel and Access.
- Working knowledge of Good Manufacturing Practice guidelines.
- Flexibility in working hours to manage varied shifts.
- Strong interpersonal and team skills.

Additional skills:

- Previous Pharmaceutical or Bio Technology Experience.

Education:

Bachelor's degree in a Scientific Discipline

Compensation:

Level II, \$33,000, \$45,000 plus bonus

Level III, \$38,000, \$55,000 plus bonus

Hiring Process:

Candidates will be sourced by a member of the TalentFusion sourcing team. TalentFusion engagement manager will initiate preliminary contact, identify qualified skills sets and submit into interviewing process. Sheldon xxxxxxx's team will then interview candidates in a team setting, with Sheldon defining which of the 5 open positions the candidate is best matched, and making the final decision interview in the process.

Target Companies:

Abc co.
 Xyz co.

Do not recruit from these companies:

123 co.

Client Diversity goals:

Deliverables:

5 Quality Assurance Associates at Varied Levels to be defined by xxxxxxx.

Activity	Week Of							
	8/28	9/3	9/10	9/17	9/24	10/1	10/8	10/15 - Closure
PRODAP	TF							
Sourcing	TalentFusion Engagement Manager, TalentFusion Sourcing Center							
Screening	TalentFusion Engagement Manager							
Client Hiring Process				xxxxxx Hiring Manager(s)				
Close						xxxxxx/ TalentFusion Engagement Manager		

TalentFusion Engagement Manager: xxx xxxxx

Client POC: Kirsti xxxxx

WEEKLY PROJECT STATUS REPORT (PSR)

To:	
From:	
Date:	
Client	
Subject:	Narrative Report for the week ending:

SIGNIFICANT ACCOMPLISHMENTS

EVENT	NUMBER	HIRES (name, title, salary, start date)
Candidates Sourced to Date		
Contacts/Screens to Date:		
Candidates Sourced This Week:		
Resumes Received This Week:		
Candidates Submitted:		
Client Interviews:		
Offers:		
Hires:		

REVIEW of CURRENT WEEK'S ACTIVITY:

PLANS FOR NEXT WEEK:

CUSTOMER SATISFACTION:

MAJOR ISSUES: