

# THE ULTIMATE RECRUITER HANDBOOK

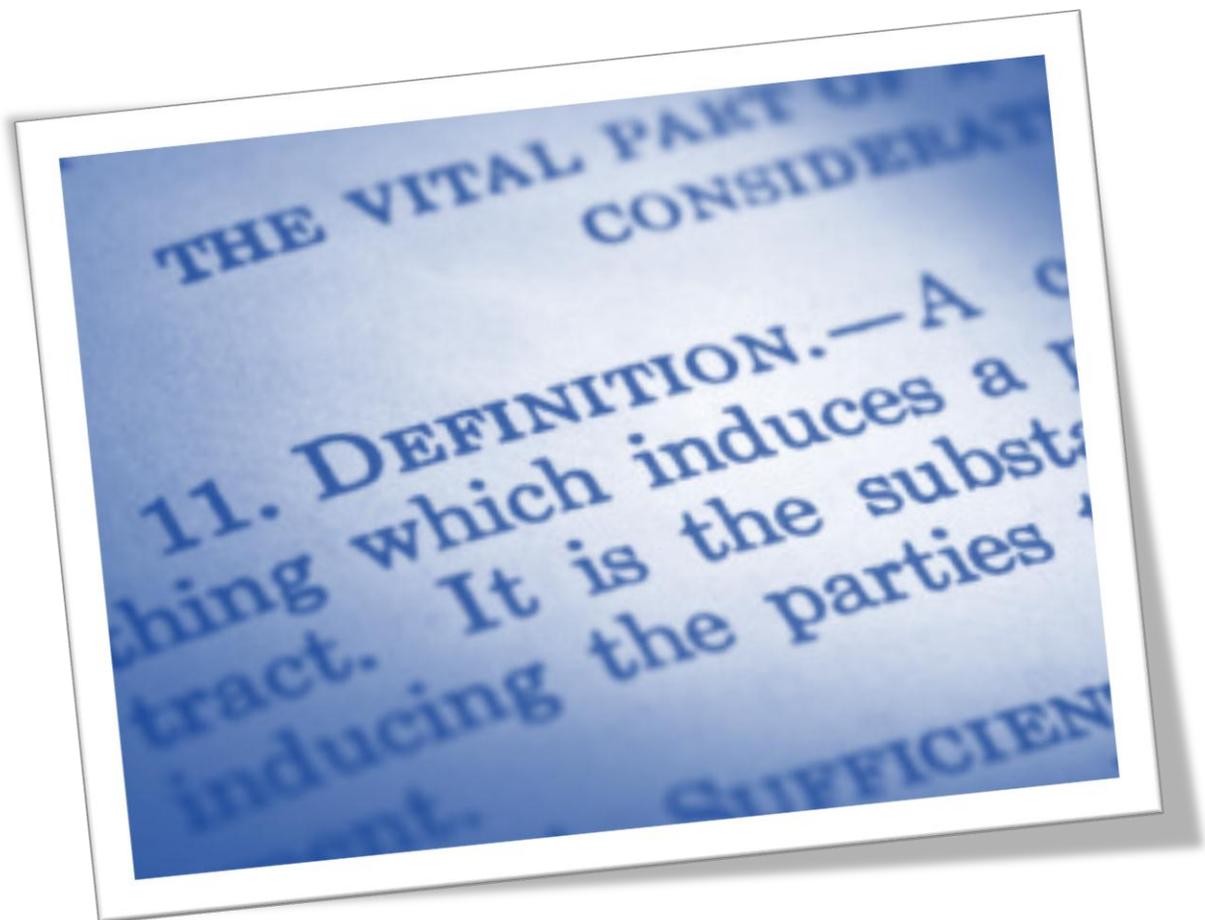


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Educating Professionals

## About this Guide

Within Recruiting, misinformation tends to run wild. As a new Recruiter in particular, it can be overwhelming to fully comprehend all of the intricacies, definitions, and best practices of Recruiting from the get-go. To make things more complicated, many Recruiters are often thrown into the mix with little to no training, preparation or overview. This can lead to confusion or, even worse, dissatisfaction of a candidate or client.

To help alleviate these common issues within Recruiting, we have developed a Recruiter Handbook with an extensive glossary of terms and definitions just for Recruiters. The goal of this handbook is to ease a new Recruiter's mind or simply act as a refresher for a more experienced Recruiter. By gaining familiarity with the terminology, Recruiters will be able to put more of their focus on candidate and client satisfaction.



# 0-10

## 401(k) Plan

An employer-sponsored retirement plan that has become an expected benefit and is important in retaining employees. A 401(k) plan allows employees to defer taxes as they save for retirement by placing before-tax dollars directly into an investment account. Some plans enable employees to direct their own investments.

# A

## Active Job Searching

Active job searching occurs when someone is currently seeking a new job and is putting forth effort to find a new job.

## Affirmative Action

Affirmative action in hiring is when race, ethnicity, disabilities, military background, socioeconomic status, and/or gender are considered when making hiring decision to provide equal employment opportunities.

## Age Discrimination

The act of treating someone less favorably because of his or her age.

## American Staffing Association (ASA)

The American Staffing Association (ASA) promotes the interests of the industry through “legal and legislative advocacy, public relations, education, and the establishment of high standards of ethical conduct.”

## Applicants

People who apply to job postings at companies or recruitment agencies. This is the initial step in the recruitment process regardless of qualification or skill set.

## Applicant Pool

An applicant pool is the total number of individuals who apply for a position by sending in a resume or completing an application.

## Applicant Tracking System (ATS)

Applicant tracking systems, (sometimes referred to as ATS) are software systems used by recruiters and talent acquisition professionals to keep track of candidates and the recruiting process. ATS tracks applicants through the hiring process, from initial contact, to interview, to hiring.

## Appointing Officer

An employee in a position of authority in appointing new candidates for an open position.

# B

## Background Check

A background check is a review of a person's criminal and occasionally financial records.

## Base Wage Rate

The monthly salary or hourly wage paid for a job, regardless of benefits, bonuses or overtime.

## Behavioral-Based Interview

An interview technique used to determine whether a candidate is qualified for a position based on their past behavior. The interviewer asks the candidate for specific examples from past work experience when certain behaviors were exhibited, allowing the candidate to tell stories of past successes or shortcomings.

## Benchmarking

A technique that uses specific standards to draw comparisons between organizations or segments of organizations with the intent of improving a product or service.

## Benefits

Benefits are programs that employers have for their employees in addition to compensation. Common benefits packages include health insurance.

## Best Practices

Best practices refer to the leading trends and thinking within an industry.

## Blended Workforce

A workforce comprised of permanent full-time, part-time, temporary employees and independent contractors.

## Boolean Search

Named after 19<sup>th</sup> century mathematician George Boole, Boolean Search is method of searching for information in databases that combines search criteria with operators such as AND, OR, NOT, and parentheses to enhance and narrow the search results.

## Branding Strategy

An employer branding strategy is a way for a recruiter to represent an employer to job applicants in a way that makes the organization an alluring place to work.

## Business Attire

Dressing in professional attire in a professional setting.

## Business Casual Attire

Dressing in casual business attire (typically still includes no jeans or open toed shoes).

# C

## Candidate

An applicant for a job who has been pre-qualified for a specific position or category of jobs. Also used to distinguish an individual from a pool of applicants.

## Career Assessment Test

A career assessment test gives an opportunity for an applicant to reflect over current career, educational and professional training, accomplishments and career advancement.

## Career Fair

A career fair (also known as a job fair) is a recruiting event where job seekers meet with multiple employers.



## Career Summary

A career summary is an section of a resume that includes a brief overview of experience, skills, and accomplishments targeted to the job in which the applicant is interested.

## Casual Employment

The practice of hiring workers on a per-need basis, either as a replacement for full-time employees who are on short and long-term absences or to meet an employer's additional staffing needs during peak business cycles.

## C-Level Jobs

C-level jobs are the top executive or highest level corporate positions within an organization.

## Character Reference

A character reference, also known as a personal reference, is a reference provided by someone who knows the candidate well and can attest to their character and abilities.

## College Recruiting

The process of hiring talent recently graduating from colleges and universities.

## Combination Resume

A combination resume lists skills and experience first. Employment history is listed next, in chronological order.

## Commercial Staffing

A term used to distinguish traditional temporary help services such as clerical and industrial services from businesses that provide more highly skilled workers in professional-skilled areas.

## Company Culture

Company culture is the overall feel and personality of a company and defines what it is like to work at the organization, including business values, routines, work environment, management structure, branding, and objectives.

## Compensation

Pay structure within an organization.

## Compensation & Benefits Intelligence

Compensation & Benefits Intelligence is understanding the successes and failures of your competition's compensation and benefits structures and processes in order to give your organization a distinctive edge. Uncovering whether organizations within your industry have competitive compensation, what makes their employees happy or unhappy, successful business practices, and where they are focusing their efforts can lead to a distinct competitive advantage.

## Contingency Recruiting

A contingency agency is a type of search firm that is paid when the candidate presented is hired by the employer.

## Contract Recruiter

Contract recruiters, often called contingency recruiters or headhunters, are recruitment professionals who work on a contract basis. This typically takes the form of an hourly wage or fixed bid project for a set amount of time.

## Core Competencies

The main strengths and advantages within a business.

## Corporate Recruiter

A corporate recruiter, sometimes called HR Recruiters or professionals in Talent Acquisition, is a recruiter that works for one company.

## Cost-per-hire

Evaluates the average costs incurred in recruiting and hiring new employees. Typically, the equation is total recruitment costs divided by total number of new hires. Components of this measurement include relocation costs, job board fees, interviewing expenses, referral bonuses, recruitment staff compensation, skills assessment and pre-employment screening.



## Counter Offer

An offer made in response to a salary offer from an employer.

## Cover Letter

A cover letter is a document sent with a resume to provide additional information on skills and experience.

# D

## Direct Placement

The bringing together of a job seeker and a prospective employer for the purpose of a permanent employment relationship.

## Diversity

The collective mixture of differences within an organization, including values, beliefs, experiences, backgrounds, preferences and behaviors.

## Downsizing

Occurs when a company permanently reduces its workforce.

# E

## Elevator Speech

An elevator speech (also called an elevator pitch) is a quick synopsis of one's background, skills and experience.

## Emotional Intelligence

Coined by Daniel Goleman, Emotional intelligence (EI) is the ability of an individual to understand, assess, and manage his or her own emotions and the emotions of others.

## Employee Referral

A candidate recommendation for a position from an internal employee within the organization.

## Employee Retention

Practices intended to generate a work environment that makes employees want to stay with the organization, reducing turnover.

## Employment Agency

An employment agency finds employment or jobs for individuals who are seeking employment.

## Employee Engagement

A measurement of an employee's emotional attachment to his position, coworkers, and the organization.

## Employment History

Employment history includes all the companies the applicant has worked for, job titles, the dates of employment and (sometimes) salary earned at each job.



## Employee Turnover

Turnover is the term applied to the cycle of hiring and firing that happens within an organization. A company is said to have high employee turnover rates when their employees routinely leave or are fired, resulting in the need to hire again.

## Entry Level Job

An entry level job is a position that does not require experience. Often filled by recent graduates. Training is typically provided by the company for such a position.

## Executive Recruiter

Recruiting professionals who focus on filling executive positions within companies in a variety of industries.

## Executive Search

An agency used by employers to assist them with the selection and placement of candidates for high-level professional positions.

## Exit Interview

An exit interview is a meeting between an employee who has resigned or been fired and the company's Human Resources department to discuss the outcome of the employee's situation.

# F

## Fixed Term Employment

Fixed term employment is when an employee agrees to work for a fixed amount of time, such as until a specified end date or at the completion of a project.

## Functional Resume

A functional resume focuses on skills and experience rather than chronological work history.

# G

## Glass Ceiling

A glass ceiling is an invisible barrier that prevents qualified employees from advancing in their career.

## Generation I

The term used to describe children born after 1994 who are growing up in a technologically advanced era or “Internet Age.”

## Generation X

The term used to describe individuals born between 1965 and 1980.

## Group Interview

Takes place when a candidate is interviewed by more than one interviewer at the same time or a group of candidates are interviewed at the same time by a hiring manager.

# H

## Headhunter

A headhunter is an employment agency or individual that recruits qualified candidates for various positions.

## Hiring Manager

An individual responsible for making a specific hiring decision for an organization, usually within their division. Oftentimes this person is the future employee’s direct superior.

## Hiring Period

The hiring period typically begins when an employer offers a job to a candidate and lasts until the new employee has adjusted to the new role.

## Hiring Process

This process has three key segments: planning, recruitment, and employee selection.

## Hostile Work Environment

A hostile work environment is one in which unwelcome comments or conduct based on sex, race or other characteristics interferes with an employee’s work performance or creates an intimidating or offensive environment.



## Human Capital Management

Human Capital Management refers to the challenge of recruiting and retaining qualified candidates and assisting new employees adjust to an organization. The major facets of human capital management typically include Recruitment, Compensation, Training and Benefits.

## Human Resources

The division of an organization dedicated to its employees, including benefits, advising, communicating responsibilities, and training of staff.



## Insourcing

Insourcing is when a company fills a position with someone already employed within the organization.

## Internal Recruiter

An internal recruiter works in the human resources department of a specific company.

## Interview

A interview is an interview designed to conclude whether a job applicant is suitable for an open position of employment within a particular organization.

## Interview Thank You Letter

This lets the employer know that the candidate appreciates being considered for the job.



## Job Application

Documentation for employment used by companies to hire employees.

## Job Analysis

The process of gathering information about the requirements and necessary skills of a particular position with the purpose of creating a job description.

## Job Board

An online tool that provides an up-to-date listing of job openings in a variety of industries. Applicants apply for employment through the job board itself.

## Job Description

A written statement that explains the responsibilities, requirements and qualifications of a specific position.

## Job Offer Letter

A formal written document sent by an employer (often electronically) to a job candidate selected for employment.

## Job Order

A job order is the specific set of requirements determined by an employer for a specific position.

## Job Posting

A document used to recruit candidates for an open position within an organization by explaining job duties and qualifications, screening methods and terms and conditions of employment.

## Job Requirements

Job requirements are the specific and defined requirements that reflect the employment needs for a specific position within an organization.

## Job Search Engine

A job search engine compiles job listings from many sites, including job boards, company websites, and associations.

## Job Seeker

A job seeker is an individual who has indicated an active interest in employment by completing preliminary documentation or submitting an application to the employer.

# K

## Keywords

A keyword, when used to job search, is a word or term relevant to the job being searched. Utilizing job search keywords helps job seekers narrow search results to get targeted job listings.

## Knockout Question

A knockout question is a question presented to candidates as part of an assessment process or interview that can immediately eliminate them from consideration for the job

## KPO (Knowledge Process Outsourcing)

A form of outsourcing in which information-related work is carried out by employees in a different organization or by a subsidiary of the same organization.

## KSA

KSA's are the Knowledge, Skills and Abilities required of an employee or potential employee in order to fulfill the qualifications of the position.

# L

## Labor Cost

The total costs associated with one employee, including wages, benefits, taxes and insurance.

## Labor Market

A geographical region where employers find workers and workers find work (also known as labor transactions).

## Letter of Inquiry

A letter of inquiry, also known as a letter of interest, is sent to organizations that may be hiring but haven't listed specific job openings.

## Leadership Development

Formal or informal activities that enhance leadership qualities.

## LinkedIn

LinkedIn is a social networking website for professionals, often used by recruiters to find candidates.



# M

## Military Recruiter

A military recruiter specializes in hiring individuals to enlist in military positions.

## Minimum Wage

The minimum amount of compensation employers are required to pay their employees by law.

## Mobile Recruiting

Using mobile technologies - such as cell phones and tablets - and applications to find and connect with candidates or carry out recruiting practices.

## Mock Interview

A mock interview is a simulation of an actual job interview, often used in preparation.

## Myers-Briggs Personality Type Indicator

A personality test that categorizes people into four personality types: Extroversion or Introversion, Sense or Intuition, Thinking or Feeling, and Judging or Perceiving.

# N

## Non-Compete Agreement

A non-compete agreement is a contract between an employee and an employer where the employee agrees not to enter into competition with the employer.

## Nontraditional Resume

A nontraditional resume is a resume that includes more than a list of employment history.

# O

## Onboarding

Onboarding is the process by which new hires at a company are brought on board with company objectives and culture. Allows the new employee to become accustomed to the organization and includes training, assessment and follow-up.

## Observation interview

A method of assessing job requirements by observing the employee at work, often followed by an interview with the employee for further assessment.

## On the Spot Interview

An on the spot job interview takes place either when an applicant applies in person for a job and is asked to interview.

## Open Job Interview

An open job interview is an interview where companies accept job applications and conduct interviews during a ranges of times during which all interested applicants can attend.

## Outsourcing

Use of an outside business services vendor to perform a function previously staffed and supervised by the company internally and directly.

# P

## Passive Candidate

A passive candidate is a qualified candidate for employment who isn't looking for work but may be interested if the right job came along.

## Passive Job Searching

Passive job searching occurs when someone who is currently employed is open to hearing about career opportunities, but does not actively seek and apply to specific positions.

## Placement

A placement occurs when a staffing firm brings together a job seeker and an employer for the purpose of establishing an ongoing employment relationship.

## Pre-employment screening

Pre-employment screening services include background verification, drug screening, and behavioral assessment.

## Purple Squirrel

A recruiter's term for the perfect candidate, with emphasis on its rarity.



# R

## Recommendation Letter

A recommendation letter is written by a previous employer or trusted colleague and describes a person's qualifications and skills as they relate to employment and recommends the individual for the job.

## Recruiting Metrics

Recruiting metrics are tools to gather, analyze and interpret information regarding the hiring process in order to make more informed decisions and receive the best return on investment.

## Recruitment

Recruitment is a term used to describe the entire process of finding and hiring qualified talent for an open vacancy. More frequently referred to as recruiting, talent acquisition, or hiring.

## Recruitment Plan

A recruitment plan is a prearranged strategy that identifies the goals for a particular position and typically includes the recruitment announcement, recruiting timeline, advertising plan, interview schedule, assessment tools (such as questionnaires), background checks, interview plans, and references.

## Recruitment Process Outsourcing (RPO)

Involves an organization taking on responsibility for all or most parts of an organization's recruiting process for direct hire employees in order to reduce costs and devote more time and resources to hiring.

## Recruitment Timeline

A recruitment timeline is a schedule outlining the steps and deadlines to each phase within the recruitment process.

## Recruiter

A recruiter is an individual who helps source and place talent for companies.

## Reference Check

A reference check is when an employer contacts an applicant's previous employers or colleagues to learn more about his or her job history or qualifications.

## Resignation Letter

A resignation letter is a letter formally advising the employer that the employee is leaving the job.

## Resignation Notice

Resignation notice is the act of notifying an employer that the employee is going to leave the job.

## Retained Search Firm

A retained search firm is a type of agency that has an exclusive relationship with the employer, typically hired for senior-level searches and for a specific time period to find a candidate to fill a job. Fee is payable regardless of hire.

## Retention Strategy

Employee retention strategies are strategies that companies utilize to keep employees working with them in order to reduce turnover.

## Return on investment (ROI)

The percentage of profit on an investment compared to the cost of the investment. Also called the rate of return or yield.

## Requisition (Req)

A requisition is an official form to request services, such as a recruitment posting, screening of candidates, etc.

# S

## Salary Intelligence

Talent Intelligence is understanding the successes and failures of your competition's salary structure and internal pay processes in order to give your organization a distinctive edge. Uncovering whether organizations within your industry offer competitive pay, successful business practices, and where they are focusing their efforts can lead to a distinct competitive advantage.

## Screening Matrix

A screening matrix is a tool or list that provides a summary of candidates and qualifications and assists in determining who will proceed through the final interview in the hiring process.

## Second Interview

A second interview is an interview held after a screening interview and typically involves detailed questions about the candidate, qualifications, and overall skill and ability.



## SHRM

“The Society for Human Resource Management (SHRM) is the world’s largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession.”

## Skill Set

A skill set is a particular grouping of skills necessary to acquire a job.

## Social Media

Forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content.

## Social Networking

The creation and building of online communities of people who have common interests and share these interests, ideas, photos, video, and messages through various forms of social media.

## Social Recruiting

The process of sourcing talent through social networks, such as LinkedIn, Twitter, and Facebook. Job seekers also use strategy to social job search.

## Sourcing

The identification and uncovering of candidates through various proactive recruiting techniques and strategies. This search for talent is the initial step in any recruiting process.

## Staffing

A method of finding, evaluating, and establishing a sufficient and reliable workforce in order to positively impact an organization.

## Staffing Manager

Human resources professionals responsible for every aspect of a company's employment needs, including recruiting or working with recruiters, training, retaining, and terminating employees.

## Stay Interview

A stay interview is designed to discover why an employee stays at their position within an organization and what would potentially make them want to leave.

## Strategic Planning

The process of considering an organization's future, and working to create a hiring strategy centered around future plans and aspirations.

## Succession Planning

The process of anticipating and identifying long-term needs and creating and training a supply of internal talent to meet those needs.

## Summary Plan Description

A document that explains the fundamental features of an employer's defined benefit or defined



contribution plan, including eligibility requirements, contribution formulas, benefit calculations, distribution options, participation, coverage and employee rights.

## Supplemental Staffing

The provision of temporary workers to a company to supplement the workforce for special projects or worker absences.

# T

## Talent

Refers to individuals who possess the required skills to be potentially hired for a specified position within an organization.

## Talent Community

A networking opportunity maintained by an employer that allows job applicants to create profiles, engage in conversation with the organization and other applicants and receive notifications of new opportunities for employment within the organization.

## Talent Intelligence

Talent Intelligence is understanding the successes and failures of your competition's talent and retention processes in order to give your organization a distinctive edge. Uncovering what makes their employees happy or unhappy, successful business practices, and where they are focusing their efforts can lead to a distinct competitive advantage.

## Talent Management

Also called Human Capital Management, the process of recruiting, managing, assessing, developing and maintaining employees within an organization.

## Talent Pipeline

A steady stream of qualified candidates nurtured and maintained by an organization to utilize for current and future hiring needs.

## Training

Providing information and instruction that allows employees to better perform specific tasks or obtain a higher level of understanding.

## Time-to-Hire

A measure used to evaluate the average amount of time it takes to fill an open position. Normally measured from the point the job request is submitted to the time the new employee walks in the door.

## Turnover

The number of employees lost and gained over a given time period.

## Talent Acquisition

Talent acquisition is the process of finding and acquiring skilled labor for organizational needs to meet a labor requirement.

## Targeted Resume

A targeted resume focuses on a specific job opening for which the candidate is applying.

## Talent Management Software

Talent management software is used to recruit, screen, hire, track, and manage job applicants.

## Temporary Agency

Temporary agencies are employment agencies that find employees to fill short-term temporary positions.

## Termination

Termination is when an employee's job ends. Termination is voluntary or involuntary.

## Two Weeks' Notice

Standard practice when resigning from a job is to give the employer notification of the resignation within two weeks of departing.



# V

## Vacancy

An unoccupied position or job within an organization.

## Veteran's Preferences

Veteran's preferences are laws that provide qualified veterans of the US Armed Forces preference under specific circumstances when applying for employment.

## Voluntary Benefits

Voluntary benefits are benefits paid for by the employee through payroll deductions, such as life insurance, dental, vision, disability, auto, and homeowners insurance.

# W

## Work-life Balance

The attempt to balance work and personal life in order to have an overall better quality of life and feeling of satisfaction within both realms.

## Work Experience

The proven professional experience of a job applicant.

# Y

## Y Generation

Generation Y (also called Gen Y or the Millennial Generation) refers to a group of people born in the mid-1970s to the early or mid-1990s. Millennials have been a source of both inspiration and debate in the staffing world, as some companies are open to their new ideas and practices and others feel as though the generation will not be as hard-working as previous generations.

