AGENDA

PART I: Avoiding Drop Outs – Maximising Choice

• HK labour market overview
• Employment Insights Report 2013 - Research Findings

PART II: Selecting the Best Talent

• The Performance Driver Model
• Improving selection methodology

PART III: You as a Candidate

• How to stand out as a job seeker

Wrap up and questions
KEY MARKET OBSERVATIONS

• Low unemployment - 3.3%. Candidate short

• 58.8% are experiencing slower decision-making around new hires.

• 63.2% believe that the tougher economic environment has impacted skills needed to be a high performer.
  
  – Flexibility in embracing additional job responsibilities is seen as a key skill needed to succeed by 74.0% of employers.
HIRING IN HK, WE HAVE A PROBLEM…

More than two in five (44.2%) employees believe withdrawing from a role after signing a contract is acceptable if a better salary or opportunity is offered elsewhere.

Over half (53.9%) of Hong Kong’s employers have experienced a candidate withdrawing after an offer has been made.
CURRENT BEHAVIOURS

AT WHAT POINT IN THE RECRUITMENT PROCESS ARE CANDIDATES WITHDRAWING THEIR APPLICATION?

- After an offer is made
- First/second interview
- Between application and first interview
- Final interview
- After contract is signed
  - Shortly after the candidate commences work with your organisation

% of respondents

Note: Figures do not add up to 100% as respondents could select all that apply.
COMBATING CANDIDATE DROP OUTS

1. Streamline and shorten the hiring process

2. Improve communication with candidates to engage them at an early stage

3. Be open and honest about salary and benefits early and often in the process
58.9% experienced extended periods where they did not hear from their potential employer.
1. STREAMLINE HIRING PROCESSES

- Provide an accurate and up-to-date description of the role at the outset
- Agree the most critical competencies for success
- Commit to timelines
- Review shortlists promptly
- Agree who will meet the candidates and in which order
- Consider getting sign-off on salary before offer stage
2. COMMIT TO TWO-WAY COMMUNICATION

HOW INFORMATIVE WAS THE RECRUITMENT PROCESS IN HELPING YOU LEARN ABOUT YOUR POTENTIAL NEW EMPLOYER?

- Highly informative: 69.5%
- Average: 24.6%
- Not informative: 5.9%

IF NOT HIGHLY INFORMATIVE, DID THE LACK OF KNOWLEDGE OF YOUR POTENTIAL NEW EMPLOYER IMPACT YOUR DECISION TO CONTINUE WITH THE RECRUITMENT PROCESS?

- Yes, it impacted my decision and I did not continue with the recruitment process: 73.7%
- No, it did not impact my decision to continue with the recruitment process: 26.3%
2. TWO-WAY COMMUNICATION… BUILDING A RELATIONSHIP

1/4 of respondents believed their potential employer did not take the time to know them or understand their career goals.

1/3 state that the potential employer got to know them but did not outline the role clearly.

1/3 state the employer did not ask if they were exploring other opportunities.
2. TWO-WAY COMMUNICATION… BUILDING A RELATIONSHIP

- Think relationship rather than transaction.
- Both parties should be selling throughout the recruitment process.
- Communicate the role expectations, company culture, values, strategy, benefits, environment etc (both good and bad).
- Uncover and address concerns or fears as they arise.
3. BE OPEN & HONEST ABOUT SALARY & BENEFITS

Candidate respondents' top three criteria when looking for a new role:

1. Better career opportunities (22.1%)
2. A role I am more interested in (20.6%)
3. More pay (16.8%)

- Mismanaged salary expectations a key driver of candidate drop-out.
- Provide clarity on salary and scope for negotiations at the outset. Avoid surprises.
- Be realistic and know how this compares to the market.
- Understanding the candidate’s complete motivations will allow a tailored offer.
SUMMARY

• Employers are increasingly vulnerable in a talent-short market, particularly around candidate drop out rates.

• Some drop outs are avoidable.

• Employers can combat this by:

  1. Streamlining and shorten the hiring process

  2. Improving communication with candidates to engage them at an early stage

  3. Being open and honest about salary and benefits, early and often in the process
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Wrap up and questions
HONG KONG HIRING MISFIRES

PROPORTION OF GOOD, AVERAGE AND BAD HIRES
Source: The Hudson Report, Hong Kong - Q2 2012

- Good hire: 54%
- Average hire: 37%
- Bad hire: 9%

46% of hires not good
Which procedures/tools does your organisation currently use during the hiring process?
What is the correlation between smoking and lung cancer within 25 years?

0.0 = no correlation
1.0 = perfect correlation
0.0 = No correlation
1.0 = Perfect correlation
## Predictive Validity of Selection Methods Used by Employers

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# PERFORMANCE DRIVER MODEL

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**CURRENT FOCUS**

**EFFECTIVENESS**

**LOW INDICATOR OF PERFORMANCE**

**HIGH INDICATOR OF PERFORMANCE**
HUDSON’S COMPETENCY FRAMEWORK

- Qualitative, empirical research, completed by R&D in 1999
- Analysis of more than 3000 competencies
- Derived from more than 100 competency models
- Resulted in 5 generic competency clusters and 1 cluster of company specific technical competencies,
- Launched in 2000
DEFINITIONS:

1. Information Management
   The processing of information, facts, perceptions, knowledge and ideas in view of the development of new information and knowledge.

2. Task Management
   Organizing and structuring work up to executive level in view of an optimal flow of tasks and activities.

3. People Management
   Manage people within a functional or structured context.

4. Interpersonal Management
   Manage relationships with others, without an immediate structural context.

5. Personal Management
   The competencies required to manage oneself.
QUESTION

What are the 1-2 most important competencies for success in your current / previous role?
QUESTION

Why? Tell your neighbor why this is important in your role.
PERFORMANCE DRIVER MODEL

HUDSON PERFORMANCE DRIVER MODEL™

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LOW INDICATOR OF PERFORMANCE

HIGH INDICATOR OF PERFORMANCE

CURRENT FOCUS

EFFECTIVENESS
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**Score Criteria:**
- **1st**
- **MAYBE**
- **NO**
- **2nd**
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Wrap up and questions
# Standing Out as a Job Seeker

## Hudson Performance Driver Model™

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**Low Indicator of Performance**

**High Indicator of Performance**

**Current Focus**

**Effectiveness**

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Hudson
STANDING OUT AS A JOB SEEKER

1. A great CV

2. Follow up your application
   • Salary, key requirements, timing

3. Do your preparation
   • What does the company do?
   • Who will you meet?
   • What is most important to them?
   • What experience and examples can you provide?

4. How to have a great interview
   • Experience vs achievements
   • Structuring your answers
   • Questions / feedback

5. Follow up after interview
COMPETENCY BASED QUESTIONS

...Are aimed at gathering specific examples of the candidate’s skills, knowledge and competencies...

CAR

Context
What happened?
Action
What did the candidate do?
Result
What was the result?

Behavioural information you can use to assess the candidate
ANSWERING POOR QUESTIONS WELL

Leading

“This company runs a very lean ship and expects anyone to do whatever it takes. Are you prepared to pitch in wherever it’s needed?”

Theoretical

“In this role, you will work on a number of assignments at the same time. How would you handle a client’s competing requests?”
IPO Opportunity; Head of Finance Position; Stock Options Available

- IPO Opportunity
- Head of Finance Position
- Stock Options Available

Our client is a Chinese manufacturing company. They are currently looking for a CFO to take up their IPO project in Hong Kong and the main functions are to:

- Manage finance related activities both internally and externally for the company
- Lead the Group during the IPO process in Hong Kong and the post-listing activities
- Participate in Road show
- Responsible for providing business advices and support to top management for business planning, expansion, strategic decision, budget forecasting and allocation, taxation, corporate governance etc.
- In charge of the Group’s investor relations and fund-raising activities

Job Holder Requirements:

- Degree in Accounting / Finance or equivalent
- Qualified accountant preferably with relevant working experience in manufacturing industry
- 10 years or above accounting experience (preferably from both Big 4 Audit Firms and Commercial Accounting)
- Hands on experience in IPO projects from Hong Kong
- Excellent communication skills both verbal and written in Mandarin, English, and Cantonese
- Inter-personal relationship management and problem solving skills
Brooklyn International Group

As a global supplier of office equipment our client operates in multiple countries within Asia, servicing a broad range of industries. They continue to grow through technology, a customer first approach to service and a real commitment to the environment. With the growth of their Asian business an opportunity for a talented Senior Marketing Manager with channel marketing experience has arisen.

General Manager Marketing, APAC

A highly recognizable brand, this business critical leadership role is responsible for a strong team of communications and marketing specialists and reports to the President APAC. You will be responsible for the direct formulation and execution of the overall marketing, brand and corporate communications plans and the strategic planning process with a focus on aligning to the overall business strategy to ensure a clear and consistent value proposition message is communicated. In essence you will ensure the successful development and implementation of an integrated marketing plan across the region. Engineering customer experience programs to improve satisfaction, executing customer acquisition & retention programs, supporting product and service offer developments, web content management, stakeholder management, team leadership and development, brand custodianship, go-to-market strategies and strategic planning, will form the bulk of this all-encompassing role.

To be considered for this role, you will have tertiary qualifications in marketing and demonstrated experience in a marketing management role with a channel focus, ideally within the IT hardware, business equipment, print or associated industries. Your stakeholder management expertise will be underpinned by excellent communication skills and a ‘whole of business’ approach in developing and executing strategic planning. Your project management and analytical skills will be superior as will your ability to determine, prioritise and articulate business requirements. Needless to say, you will be highly commercial, driven by results and have experience in managing multi-country/cross border teams and marketing strategies.
QUESTIONS...

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