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Electronic Recruiting News

Print Edition

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Spring 1998
Seminars:

Management Strategies and Tactics

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April 29:
San Francisco

May 12:
New York City

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Chicago

Advanced Searching and Sourcing

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San Francisco

May 4:
Chicago

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Denver

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Columbus, OH

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Toronto, ON

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Austin, TX

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Irvine, CA

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Princeton, NJ

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Boston, MA

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Seattle, WA

KEY ONLINE RECRUITING TRENDS: 15 DYNAMICS THAT WILL CHANGE YOUR TACTICS

Here are the trends that currently drive Electronic Recruiting. To stay abreast of the changes, read the Electronic Recruiting News, IBN's free online daily newsletter. (<http://www.interbiznet.com>)

1. Advertising Distribution

Many major employment advertising services are distributing their content. The result for Recruiters: an ad placed on one service is placed on a number of others. Favorite destinations for postings? **Yahoo!**, **Classifieds 2000**, niche webzines, Usenet Newsgroups. Downsides:

2. Just In Time Recruiting

The labor shortages is generational. Visionary companies have begun developing long term relationships with pools of candidates. A blend of requirements planning and value based network development are at the core of JITR. The idea is to have candidates available when you need them. The underlying theory is that labor supply can be managed like any other production ingredient. Approaches range from **Intel's** relationship with San Jose State to **Microsoft's** relationship with its developer community.

3. Resume Spidering

With millions of resumes floating around the web chased by tens of

thousands of recruiters, speed has become a critical issue. Services like **ITTA's Resume Robot** are pioneering the field. These automated agents find resumes as they hit the web and deliver preplanned messages from recruiting professionals. Spidering is already a standard recruiting tool.

4. Online Training

The available labor pool is under trained. Whose problem is it? **Manpower** clearly sees the opportunity to use training as a method of achieving JITR. By offering a rapidly growing suite of free training courses, **Manpower** gets to the core of developing a skilled labor pool. They're generally willing to bear the cost of training in order to know the moment that a candidate reaches a new skill level.

5. Inverse Distribution

Often referred to as "do nothing recruiting", companies like **Junglee** are automating the job posting process in an interesting way. The idea is simple. A **Junglee** spider grabs the job postings from your site and in your format. It reformats the material and delivers it to one or another job listing service. Major customers to date have been Newspapers. The service is so sensitive to customer needs that it will become a standard offering in 1998. Expect small competi-

(Continued on page 4)

ONLINE PHONE DIRECTORIES: REACHING POTENTIAL CANDIDATES

Key Resources:

HotBot:

www.HotBot.com

Websitez:

<http://www.websitez.com>

Digging the details out of a company's web strategy is getting more complex. As web sophistication increases, the number of domain names owned by a company increases as well. Key players always have a number of domain names that are used for different purposes. The domains parallel the company's divisions and functions.

All domain names are currently kept and tracked by the Internic (www.internic.net). While they control the issuance of domain names, they don't make their registries easy to search. (They do offer a valuable list of other directories.)

If you want to find the domain names owned by your customer (or a company you're recruiting from), you'll want to avail yourself of the services of Websitez (www.websitez.com). Websitez organizes the Internic into a searchable database. You can search by company or domain name.

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THE VIEW FROM 35,000 FEET

A Harris poll found that 36% of American adults now surf the Internet. The number of Internet users shot up by nearly 29% from the number in June 1997. Only 26% of adults admit, however, to having an e-mail address. Other recent surveys peg the number of Americans with email addresses at 40%.

Who are these people?

Potential candidates.

They are (at least somewhat) computer literate, willing to develop new technical skills, able to afford access to the net and willing to endure the arduous process of getting on-line.

In other words:

They demonstrate initiative, patience, the ability to work through frustration and the desire to learn new things.

They screen themselves for you.

Your mission (should you choose to accept it) is to build long term relationships with the subset of this group who you might want to recruit.

Why?

In the "good old days", there were more workers than jobs. Today, jobs outnumber workers by millions. And, the gap is growing rapidly.

To compete effectively for new talent, you need to have relationships with your potential employees well in advance of making your recruitment pitch.

The competition is fierce and currently employed candidates are increasingly hanging up when a recruiter calls. If you're going to have your calls answered or returned, they need to know who you are before you call.

Effectively using the Internet as a recruiting tool has two components:
- Research
- Network Development

Research is the hard work of identifying potential candidates. With over 300,000,000 web pages currently online, simply finding the right pile to search involves a new way of thinking. Effective use of the available research tools requires both a change in mindset and a new bank of technical skills.

Finding your way through the huge piles of information can be overwhelming and frustrating. There are solid tools and techniques that will minimize your frustrations. There are no panaceas,

Network development is the process of growing and maintaining a pool of potential candidates. Where research identifies candidates, network development involves getting candidates to identify you.

Using the net, it's possible to have complex transactions with many people simultaneously. By delivering a consistent stream of value to a candidate pool (in the form of newsletters, website content and solid professional advice), you create a group of potential candidates who are happy to receive

your call.

At IBN, we practice what we preach.

Our goal is to simultaneously deliver the big picture while pointing out the day to day tactics that make effective long term recruiting work.

We publish several free daily newsletters for Recruiters on our website: **interbiznet.com** (www.interbiznet.com)

As soon as we identify a new technique or tactic, we publish it.

We deliver seminars on both facets of Electronic Recruiting every other month in cities around the country.

We publish the recognized standard analysis of industry annually.

We invite you to visit our website regularly. The information is updated daily and archived weekly.

Our seminars are presented as a subset of our overall research efforts rather than as our sole reason for being. We plow profits back into further research and provide our graduates with a constant stream of new and useful tools.

If you want a sense of our quality, consider this. All of our "competitors" have attended our seminars and used our material to improve their products.

You should get it straight from the horses mouth.

- John Sumser, CEO

IBN: INTERBIZNET.COM

IBN: interbiznet.com is a Northern California company dedicated to:

Defining Excellence in Electronic Recruiting.

We publish three free award winning daily newsletters on the World Wide Web at :

<http://www.interbiznet.com>

We also publish an annual survey of the Electronic Recruiting Industry called The **Electronic Recruiting Index**. Each year we review and evaluate all of the Websites from HR Departments, 3rd Party Recruiters, Newspapers and Recruitment Advertising Agencies. We identify the industry leaders, define trends shaping online Recruiting and offer strategic and tacti-

cal advice for companies who use the Internet as a Recruiting Tool.

We deliver seminars around the United States every other month. Our services include enterprise consulting and continuing education for Electronic Recruiters.

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SEMINAR I: MANAGEMENT, STRATEGIES AND TACTICS

This Seminar is for Owners, Recruiting Managers and Human Resource Directors.

With technology breakthroughs announced every week, it's easy to get swept up in the excitement. This is exactly when management has to step back and exert traditional discipline. The problem becomes particularly acute with the Internet. We've watched hundreds of organizations race onto the Web without stopping to exercise fundamental good management. Instead, they seem to say: "Let's build a Web site. We'll make it really cool." Management, caught up in the rush, gives the go-ahead.

Before you jump into an Internet project, go through the same evaluation and assessment you would with any project. Ask:

- Why do we want to pursue this?
- What is the business purpose of the project?
- How does it advance our business objectives?
- How does it support our business strategy?
- What is the return on this investment?
- What will this cost?

If you find yourself pursuing a project simply because the technology is available and your people want to use it, you're serving technology, not the business. There's nothing wrong with pursuing new technology, if you focus on a business objective.

You can get Web sites up quickly and use them to reach customers and candidates in new ways. You also can implement a variety of different approaches. Do it without abdicating your management responsibilities to safeguard the organization's investment and advance its business objectives.

This intense one-day seminar will give you the fundamental knowledge required to navigate an important transition. As demographics transform the recruiting marketplace, new tools are required to succeed.

You'll leave the day with a solid understanding of the real investment requirements and potential pay-back cycles. You'll be prepared to make the right decisions in Internet Recruiting.

Sign up today while seats are still available. Save \$150 — Register by April 15th

To Register for the Management, Strategies and Tactics Seminar, please use the enrollment form on the last page of the newsletter.

Educational Investment

The fee for each workshop is \$995 (\$845 if payment is received by April. 15, 1998). The fee includes all course materials and a 1-year Website subscription.

To Register: Mail form with your check to:

**IBN 346 Starling Road,
Mill Valley, CA 94941**

By phone at **(800) 358-2278**

Fax your form to **(415) 383-8676**

Seminar 1 Agenda: Management, Strategies and Tactics

- 8:30 Registration
- 9:00 Introductions/Overview
- 9:30 The Trends
- 10:00 The Marketplace
- 10:30 Site Tours
- 11:00 Electronic Ads
- 11:30 Research Vs Advertising
- 12:00 Lunch (Working)
- 1:00 Research Management
- 1:30 Site Development
- 2:00 Traffic Development
- 2:30 Budgeting Your Efforts
- 3:00 Developing a Project
- 3:30 Ensuring Results
- 4:00 Integration

Spring '98 Schedule:
Seminar 1

Management, Strategies and Tactics

Apr 29 - **San Francisco, CA**

May 12 - **New York City**

May 15 - **Chicago, IL**

Be sure to ask about our on-site seminars.

415-380-8244

IBN: interbiznet.com



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KEY TRENDS IN ELECTRONIC RECRUITING (CONTINUED)

(Continued from page 1)

tors like **CareerCast** to drive pricing to a commodity level.

6. The Shakeout Begins

Intellimatch has closed its doors. More than a few large providers of employment advertising services are under extreme financial pressure. Years of missing paychecks and brutal staff turnover combined with extreme price pressures are forcing many to rethink their plans. Carefully judge your supplier's stability.

7. Common Sense Arrives

The math of online employment advertising includes instantly diminishing returns. Each additional ad in a database decreases the availability of all other ads. Bigness, the usual sales pitch, is a red herring. It is better, all other things equal, to be one of ten ads than to be one of ten thousand.

8. Emergence of Newspapers

Slow out of the chute and deeply burdened with internal politics, some newspapers are delivering useful employment advertising:

The Wall Street Journal - innovative content improvement

The Washington Post - redefining the role of the newspaper in local economies

Philadelphia Online - broadcast fax integration

San Jose Mercury News - integration with its email channel.

9. Professional Internet Recruiters

The skills required to harness the research power of the Web are complex and constantly changing. The earliest attempts at integrating the Web into recruiting departments featured the identification of a "researcher". These professionals, generally young and ambitious, often found themselves boxed into no-win assignments. Performance criteria have been difficult to establish. Success, though hard to measure, generally results in more work (additional punishment). More mature organizations are building internet skills into the entire workforce.

10. Importance Of Marketing

Each Job Posting competes with (at

last count) over 150,000,000 other web pages. And, job postings generally only reach active job hunters. To distinguish themselves among other recruiters, visionary companies are using proactive outreach to build individual relationships with passive job hunters. Take a long hard look at **Matrix Resources**. Their approach features building a content "vault" that is consistently useful for potential candidates and customers alike.

11. Vertical Integration

InfoworksUSA, **The Atlanta Computer Jobs Store** and **The Chicago Software Newspaper** all share a common market perception. They see the web as a regional thing. It's regional geographically and regional by profession. Attempts to reach broad global audiences are gently giving way to smart targeting of small groups. Watch these pioneers. Their futures, while closely tied to regional variations, are directly coupled with the Web's strengths. We're equally impressed with the **Career Mosaic** moves into vertical markets.

12. Internet Video

Career Magazine has solidly pointed to the future of recruiting. Video interviews, using the web as a transport vehicle, have become affordable. As desktop video and internet telephony expand their reach in 1998, we'll see lots of imitators. Video will be rapidly integrated with products like **Microsoft's Net Meeting** during 1998.

13. Windows Of Opportunity

The Electronic Recruiting Marketplace involves a series of progressive windows of opportunity. Generally, they seem to last about 18 months from beginning to end. Each "window" generously rewards the early pioneers and virtually penalizes the latecomers. In distribution, for example, early Net-Temps clients were the big winners. Their ads received disproportionate exposure in the early days of the window. As other services made distribution a commodity, the net gain experienced by the early adopters began to decline. Current Windows include Spidering and Inverse Distribution.

14. Value Of The Candidate

Candidates are scarce. Where they could be treated as a commodity five

years ago, candidates hold the upper hand in the hiring equation today. The only slightly good news is that consumer confidence is at a 30 year high. Passive candidates are somewhat more likely to feel comfortable about changing jobs. In the short term, "poaching" will become a way of life, inside and outside of the HR department. The longer term impact will be a rearrangement of the traditional employee-employer contract.

15. Resume Broadcasting

Sites like **Extreme Resume Drop** and **Submit-O-Matic** have moved an old paradigm to the web and shifted its economics. Recruiting firms are so desperate for quality candidates that they pay well to appear on Extreme Resume Drop's list. Expect to see more services that broadcast resumes to hundreds of employers and recruiters.

DOMAIN SEARCH

(Continued from page 1)

Why is this useful?

Take a look at the results of a search of IBM's domain names. At the top level, over 200 domains reference the IBM name.

When you look at the IBM section of the results, you'll find over 90 domain names owned by the company. Using the HotBot domain limiter (available from www.HotBot.com), you might look for phone numbers or key skills in **each** of the domains.

Another use for the tool is to unearth the plans of a competitor or customer. Websitez checks to see whether or not a given domain name has an actual website. If the green check mark doesn't appear next to the domain name, you know that the company has purchased the name for one of two reasons: to protect a trademark or for further expansion. Reviewing the unused domain names gives a solid sense of the company's direction.

Ferretting out key candidates gets "simpler" using Websitez. You'll notice that we said "simpler". Obviously, your search will take more time. But, you will be more certain that you've turned over every possible rock.



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SEMINAR II: ADVANCED SEARCHING AND SOURCING

This Seminar is for Recruiters, Research Specialists and Staffing Professionals.

You know! It's taking longer to make each placement. You're dredging the bottom of the skills pool. While the managers discuss the labor shortage, you face it every day. You've searched the online resume databases and talked to the same candidates as everyone else. As more and more recruiters come online, the public resume databases are becoming recruiting ghettos.

Meanwhile, successful recruiters are learning to mine the data fields. They are exploiting the real power of the search engines. They are using commercially available spiders to map and scan huge quantities of data in search of real candidates...gainfully employed professionals making solid contributions in their current positions.

In our advanced searching and Sourcing seminar, we'll teach you the skills and tools used by these visionary recruiters. We'll show you the possibilities and send you home with a polished toolkit and techniques that will work on your recruiting problems. More importantly, we'll teach you the mindset required for long term success as an electronic recruiter.

Each graduate of this seminar leaves with a copy of the course materials, a CD chock full of tools and software and a year long subscription to our private Website. The Website includes each of the 100 URLs and approaches covered in the seminar. In addition, it provides a bank of course review material. The site is updated each week with two additional techniques to improve the integration of the Web into your recruiting practice.

We know that one day is hardly long enough to to give you the full benefit of the web. But with busy work schedules, we make do. Our seminar contains integrated material that will help you continue to refine your web skills long after the course is finished. We will help you make a clean move to web recruiting as the principal source of your income.

As the labor shortage expands, you can get a jump start. While the others are busy patting themselves on the back for increasing requisition backlogs, we'll show you how to fill those open slots with viable candidates.

Seats are still available. Save \$150 — Register by April 15th

To Register for the Advanced Searching and Sourcing Seminar, please use the enrollment form on the last page of the newsletter.

Educational Investment

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Seminar Schedule/Outline: Advanced Searching and Sourcing

8:30 Registration
9:00 Introductions/Overview
9:30 Technology Baseline
10:00 Key Search Engines
10:30 Advanced Search Tools
11:00 Candidate Mines
11:30 Results Management
12:00 Lunch (Working)
1:00 Spiders
1:30 Candidate Acquisition
2:00 Agents
2:30 Email Integration
3:00 Candidate Pools
3:30 Other Tools
4:00 Integration

Spring '98 Schedule:
Seminar 2

Advanced Searching and Sourcing

May 01 - **San Francisco, CA**
May 04 - **Chicago, IL**
May 06 - **Denver, CO**
May 06 - **Columbus, OH**
May 08 - **Toronto, ON**
May 11 - **New York City**
May 13 - **Austin, TX**
May 15 - **Atlanta, GA**
May 18 - **Irvine, CA**
May 18 - **Princeton, NJ**
May 20 - **Seattle, WA**
May 20 - **Boston, MA**



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ELECTRONIC RECRUITING NEWS: SUBSCRIPTION WEBSITE

The key to successful online recruiting is a mindset. The tools change. The opportunities change. The requirements change. The mindset stays the same. The trick is keeping abreast.

Each week we publish a focused, easy to understand set of tips for maximizing your use of the net as it directly applies to recruiting. If you give us 10 minutes a week, we'll keep you current. Not in philosophy. In directly applicable techniques that expand your reach as a recruiter.

Don't trust your learning curve to chance. The Electronic Recruiting News Subscription Site will give you a focused learning program. Let your competitors reinvent the wheel.

A subscription to the Website retails for \$395 per year per desktop. All graduates of our current seminars receive a one-year subscription. To order, call our office at 800.358.2278.



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"If you give us 10 minutes a week, we'll keep you current."

1998 ELECTRONIC RECRUITING INDEX: ADVANCE ORDERS

The 1998 Electronic Recruiting Index (1998 ERI) is in the works. Scheduled for Publication in late August, 1998, this is the third in our annual series of Industry Analyses.

Our research team has been busily evaluating the 15,000 Websites that fea-

tured recruiting information during the past year.

There are two components to the ERI. Part I covers the strategic changes in the industry. It offers a ready reference to changes in Internet Technology. It covers the tactics that will turn your online

recruiting operations into profitable enterprises.

Part II is our evaluation, on a site by site basis, of all online recruiting operations. It will be delivered as a subscription to an online database.

Prepublication price: \$995



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RECRUITER'S TOOLKIT: USEFUL SITES AND IDEAS

According to Yahoo!, the 15 most wired cities are:

San Francisco
Atlanta
Washington
Austin
Seattle
Minneapolis
Boston
New York
Chicago
Miami
Denver
San Diego
Dallas
Pittsburgh
St.Louis

Generally speaking, the net is a more effective tool when recruiting to or from these cities. Recruiting success is dependent, in part, on the per capita penetration of Internet usage. Recruiting tactics (and sophistication) vary by position on this list.

There are two kinds of navigational tools available on the net: Search Engines and Search Directories. Search Engines are like indexes in books. They contain word by word cross references to "all" of the material on the web.

Although there are many competing search engines, three really deserve an investment of time and energy:

HotBot (www.HotBot.com)

AltaVista (www.altavista.digital.com)

NorthernLight
(www.northernlight.com)

With more than 150,000,000 pages indexed currently, these tools provide similar features and somewhat different views of the web.

If you had to choose only one website to master, it would have to be the search directory **Yahoo!** If search engines are like an index, directories are like the table of contents.

If you were limited to learning only one website, the choice would have to be **Yahoo!** The combination of depth and features is the reason that Yahoo! is usually cited as the most heavily visited website. But, just because everyone else visits Yahoo! doesn't mean they use it effectively.

With **Yahoo!**, you can quickly identify local resources, target customers, competitors and sources and advertise at the intersection of profession and zipcode.

(www.yahoo.com)

Although it's limited to a fairly savvy group of Internet users, the world of USENET Newsgroups bears investigation. The following websites provide access to the candidates who read and use newsgroups.

As with many things on the net, their

are more effective recruiting methods than simply mining data. Finding the forums that feature your kinds of candidates is step one. Participation in the conversation is the ultimate key to credibility.

Deja News - The original and best source for mining USENET. You can easily develop and store preformatted searches.

(www.dejanews.com)

Reference.Com - The largest thing going for this operation is the fact that it's relatively unknown. It's really the same product as DejaNews but works "faster" sometimes.

(www.reference.com/)

Mailing lists are more free form than USENET. The material ends up in your email box. Over 1,500,000 potential candidates participate in more than 95,000 public mailing lists.

Liszt - Liszt is the Yahoo! of mailing lists. Read their tutorials to learn how to mine mailing lists for addresses.

(www.liszt.com)

Keep your eye on **HotJobs**. The New York based firm is defining the features for 21st century recruiting

(www.hotjobs.com).

PHONEBOOKS: LET YOUR KEYBOARD DO THE WALKING

Switchboard - 10 million business listings.

(www.switchboard.com/)

Internet 800 Directory - From ATT, this site is the most comprehensive source of 800 numbers online.

(www.tollfree.att.net)

Company 800 Lookup - Another version of the 800 directory. Even

more free calls.

(www.whowhere.com/TollFree/search_tf.html)

Database America - Reverse phonebooks like this one tell you the name of the contact if you enter a phone number.

(www.databaseamerica.com)

411 Locate - This service also provides a reverse phone book.

(www.411locate.com)

Area Codes - by geography - Type in the city, get the area code.

(mit.edu:80001/geo)

Websites by Area Code - this phone book allows you to look up companies by area code.

(www.555-1212.com)



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