

# Unit 12: Executive Recruitment Solutions

<b>Unit code</b>	<b>F/618/1761</b>
<b>Unit level</b>	<b>4</b>
<b>Credit value</b>	<b>15</b>

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## Introduction

This is a practical unit designed to prepare students for the world of work in recruitment in the position of an executive recruiter. It is the role of executive recruiters, also known as 'headhunters', to source potential candidates for high-level executive positions in companies. This is often referred to as an 'executive search' as executive recruiters coordinate with hiring managers to help define the specific requirements for these vacant and often 'hard to fill' positions. Their main responsibility is to seek out highly qualified candidates through social media and face-to-face meetings.

The aim of this unit is to give students the employment knowledge and skills required to carry out the role of executive recruitment. Students are introduced to the emerging practice of executive recruitment and the services provided in human resource management. Students will look at the job specification of an executive recruiter, including the key roles and responsibilities, skills requirements and career opportunities. Students will then cover executive recruitment methodology; managing the process and managing client expectations. Students will have the opportunity to conduct an executive search, using a business simulated scenario, to facilitate 'real life' application for a given client brief to demonstrate skills.

## **Learning Outcomes**

By the end of this unit a student will be able to:

- LO1 Explain the nature and scope of the recruitment industry
- LO2 Examine the role of executive recruitment for effective talent acquisition
- LO3 Present the process of executive recruitment and the required skills at each stage of the process
- LO4 Apply skills for an executive search in a given business context to meet a client brief.

## Essential Content

### LO1 Explain the nature and scope of the recruitment industry

#### *The nature and scope of recruitment:*

Defining recruitment.

Defining executive search.

The difference between recruitment and talent acquisition.

Different types of recruitment agencies and consultancies.

#### *Recruitment methods and techniques:*

Different types of recruitment methods, e.g. internal recruitment, social media recruitment, website advertising and web sourcing, use of third-party agencies.

Recruiting metrics and key performance indicators for monitoring effectiveness, e.g. tracking quality of sourcing, quality and costs of hire, acceptance rates, time to hire, retention.

Global recruitment requirements, e.g. understanding local culture, local work ethics.

#### *Talent acquisition planning and strategies:*

Setting long-term objectives.

Building a diverse applicant pipeline to meet current and future needs.

Strengthening the company brand.

Proactive recruitment and transformation of onboarding and continuous improvement.

## LO2 Examine the role of executive recruitment for effective talent acquisition

### *The role of an executive recruiter:*

Defining executive recruitment, traditionally known as 'headhunting', and the executive search role.

The differences between the key roles of executive recruitment and the key roles of recruitment.

The benefits of using an executive search.

The different types of executive recruitment, e.g. direct, indirect and third party.

Fulfilling the client brief and timely project delivery.

Building the talent pipeline, e.g. creating a trusted network of inactive, passive and active and candidates.

Ethical issues and requirements, e.g. confidential searches, sharing of confidential information and data, data protection.

Different models of executive search payment, e.g. retained, delimited and engaged search.

### *Specific skills set and competences:*

Specialist industry knowledge and expertise.

Job analysis and understanding of the specific job role to identify skills and attributes in others.

Networking and people skills to build responsive relationship management.

Understanding the use of the digital environment to improve effectiveness of candidate search and acquisition.

Digital skills that include using social media platforms for communication and networking, applicant tracking systems to filter and process best candidates, virtual conferencing, using data analytics to search for best candidates.

Soft skills, including commitment, drive, interpersonal and communication skills.

### *Career opportunities:*

Working for specialist agencies, executive search companies and large organisations.

Opportunities in sectors including banking, finance, accountancy and legal sectors.

**LO3 Present the process of executive recruitment and the required skills at each stage of the process**

*The process stages:*

Mapping and targeting of companies.

Profile hunting and candidate research.

Profiling and screening candidates.

Identifying and avoiding bias.

Shortlist collation and presenting to brief requirements.

Interviews.

Follow up and evaluation from both candidate and client perspectives.

Different skills required:

Cultivating relationships with companies and top-level professionals.

Extensive research skills using new source technologies.

Coaching and mentoring candidates.

Overcoming objections.

Negotiating salaries on behalf of both the candidate and the client.

Preparing and presenting reports and materials.

**LO4 Apply skills for an executive search in a given business context to meet a client brief.**

*The executive search:*

Establish the search priorities.

Setting a legal and ethical framework.

Developing search strategies.

Attracting and evaluating candidates.

The headhunt call, building rapport, commitment and control.

Present most appropriate candidates.

Complete the search.

Continuous relationship management and evaluation of the process and success of the executive search for both client and candidate.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Explain the nature and scope of the recruitment industry		<b>D1</b> Evaluate different types of recruitment services, methods and techniques available to determine advantages and disadvantages.
<p><b>P1</b> Discuss different types of recruitment services, methods and techniques available.</p> <p><b>P2</b> Explain the value and importance of the recruitment industry to the economy.</p>	<p><b>M1</b> Compare different types of recruitment services, methods and techniques available for successfully meeting recruitment objectives.</p>	
<b>LO2</b> Examine the role of executive recruitment for effective talent acquisition		<b>D2</b> Draw valid conclusions to evaluate the impact of executive recruitment services for effective and successful talent acquisition
<p><b>P3</b> Explore key roles and responsibilities of executive recruitment for effective talent acquisition.</p>	<p><b>M2</b> Review roles and responsibilities of executive recruitment for effective talent acquisition.</p>	
<b>LO3</b> Present the process of executive recruitment and the required skills at each stage of the process		<b>LO3 and LO4</b> <b>D3</b> Conduct a successful executive search, following a comprehensive process map that builds in touch points for measuring and evaluating progress and performance.
<p><b>P4</b> Produce a process map for the role of executive recruitment.</p> <p><b>P5</b> Discuss the specific skills required at each stage of the process.</p>	<p><b>M3</b> Produce a detailed process map for the role of executive recruitment that integrates skills and competences throughout each stage.</p>	
<b>LO4</b> Apply skills for an executive search in a given business context to meet a client brief.		
<p><b>P6</b> Review process plans for maintaining client relationship and successful outcomes of candidate selection.</p> <p><b>P7</b> Conduct an executive search for a specific client brief and job role to meet objectives set.</p>	<p><b>M4</b> Apply specific search strategies and techniques to conduct executive search for a specific client brief and job role that successfully meets objectives set.</p>	

## Recommended Resources

### Textbooks

ARMSTRONG, M. and TAYLOR, S. (2020) *Armstrong's Handbook of Human Resource Management Practice*. 15th Ed. London: Kogan Page.

BEARDWELL, J. and THOMPSON, A. (2017) *Human Resource Management a Contemporary Approach*. 8th ed. Harlow: Pearson.

COLLIER, K. (2019) *The Robot-Proof Recruiter: A Survival Guide for Recruitment and Sourcing Professionals*. London: Kogan Page.

GUEST, S. (2019) *The Life of a Recruiter*. SGuest publishing.

TORRINGTON, D. et al. (2017) *Human Resource Management*. 10th Ed. London: Prentice Hall.

### Websites

<a href="http://www.agencycentral.co.uk">www.agencycentral.co.uk</a>	Agency Central What is Executive Recruitment (Articles)
<a href="http://www.bie-executive.com">www.bie-executive.com</a>	BIE Executive Ltd Complete Guide to Executive Search
<a href="http://www.hrzone.com">www.hrzone.com</a>	HRZone (General reference)

### Links

This unit links to the following related units:

*Unit 3: Human Resource Management*

*Unit 30: Resource and Talent Planning*

*Unit 32: Strategic Human Resource Management*