

## CAREERXROADS 4<sup>th</sup> Annual – Sources of Hire 2004

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### 1. Forward: Authors' Notes

CareerXroads Value Proposition:

Staffing Strategies for a Networked World

Our passion is to understand how firms design and build staffing processes, the technology to enhance them and the systems to manage them. We want to know more about the playing field where candidates and employers meet; how they treat one another while Job Seekers try to game their next career move and Employers tout their latest opportunities. Finally, we want to know whether any of it truly makes a difference to the (human capital) performance these same firms claim to covet. In short, we are observers of the new staffing models that are evolving rapidly within corporations. We believe these new hiring systems will be characterized (a) by being metrics driven, (b) by offering job seeker experiences tied to their level of competition and (c) by embedding and embracing technology-based networking tools as a means to build communication and thus candidate pipelines.

The Study Goals

This study, CareerXroads' (CXR) fourth annual "Sources of Hire" whitepaper, attempts to open a window on how some of America's most competitive corporations fill their positions. Our goals were simple.

- ✓ We wanted to directly measure *where* corporations say they get their hires. Not their prospects, not their candidates, not their applicants - bottom line – their hires!
- ✓ What is being tracked, measured and reported on?
- ✓ How much of what is measured is flawed? How is it flawed? How might it be improved?
- ✓ And, of course – just where do these hires come from?

While we would love to have had firms of every size, shape and stripe participating, our focus is restricted by the firms we have access to – 150+ large, high-profile, highly competitive corporations. Even so, we further restricted the sample to firms that could supply their responses during a very narrow window: December 15, 2004 and January 15, 2005.

At each step- creating the survey, collecting the data and reporting the results in this whitepaper, we endeavored to document and disclose as much as possible about the survey participants and their responses so that you, the reader, could assess the context of both the questions and the answers and arrive at your own conclusions. However, even though disclosure is a strongly held value we have not disclosed the 40 respondents to keep our promise of anonymity in return for their data.

Follow up conversations are expected and encouraged. You'll find us at [www.careerxroads.com](http://www.careerxroads.com) or 732-821-6652 or [mmc@careerroads.com](mailto:mmc@careerroads.com).

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## 2. Executive Summary

The CXR 2004 Sources of Hire survey is an indicator of things to come and *not* representative of how the typical firm finds the candidates it eventually hires. The reason is that our invitation to participate in the Source of Hire survey is always made (literally) as each year ends with a deadline of 4 weeks. Folks who can respond to this timeline are simply different than those who cannot.

For one thing, respondents must have the capability to aggregate their data during a very narrow window and then they must *want* to do so. The 40 firms who completed our survey (a 25% response rate) employ 2,730,000 employees in the US and 4,100,000 worldwide. Each of the respondents to this year's survey lead or influence staffing organizations of 50 recruiters and sourcers (on average) and, collectively, filled more than ¼ million positions.

All things being equal (and we know they are not) every recruiter whose results are tallied here filled 124 openings last year. They sourced their quarry in a myriad of ways from ads to open houses and even filled more than 10,000 positions by mining data bases (other than their own) or simply calling into their competitors.

It is not unreasonable to infer that the companies who answered our invitation are among the very few firms in the USA able to change and adjust their investment decisions about staffing sources based on informed choice- not anecdotal evidence. These are among the very few firms who are not just passionate about measuring their results for a survey but do it for themselves continuously to improve their processes and reinvent their staffing strategy. They are also more likely to arm their recruiters on the front line with the data they need to do their job – find the next candidate to hire.

We completed the collection phase of this study in four weeks and finalized the analysis and subsequent whitepaper in another four weeks. We believe the CareerXroads annual *Sources of Hire* study serves as a *bellwether* for hiring trends. And, as we suggested last year, "if you listen closely, you'll hear several tolls of warning about rough weather ahead." (By the way, if you haven't yet figured it out, Gerry and Mark are not averse to bad puns and a tongue-in-cheek approach to sharing data. If this offends, please 'click' the 'close' button now).

### Key Findings:

- Surveyed firms Hired 10% more employees in 2004 than 2003 and plan to hire another 5% more.
- 38% of all open positions are filled by Internal Transfers and Promotion.
- 61% of all External Hires can be attributed to just two 'Channels'- Employee Referrals & the Internet.
- The Internet and expanding referral networks continue to put pressure on traditional forms of recruiting.
- Hires from just three online job services destinations (Monster.com, CareerBuilder and HotJobs) account for 22.8% of all hires attributed to the Internet. 'All other' job sites account for 16.9% of the Internet.
- Hires attributed to the 'Company Website' (considered by us to be a 'Destination' and not a 'Source') have declined from 67% (of Internet Hires) to 54% this year.
- While the percentage of hires attributed to a company's staffing pages is still inflated (we believe), evidence from a parallel study during January 2005 with CareerJournal.com suggests that 'Virtual Walk-ins' do indeed exist. Job seekers *will* go to company sites for reasons other than a job and find themselves drawn to openings and then to applying for them.

- 'Temp-to-Perm' sources including 'Contract or Contingent workers converting to Full-time employees are 'channels' our survey respondents most often said we 'did not ask about'. This source may account for 4-5% of all external hires.
- Sources of diversity hiring offer no 'silver bullet.' Affinity groups and employee referrals are perceived to be the most productive sources.
- Employers have significantly improved their ability to measure sources of hire (but they still have a long way to go.)

## Survey Profile

If there were ONLY one firm that responded to our survey instead of the 40 companies then presenting the data as a profile would be a fair representation. Or if one firm really were average, that would work too. Taking the average of 40 firms that span (and in most cases lead) a dozen industries is potentially misleading - but we'll do it anyway.

Our representative firm is cutting-edge in its use of technology, expresses a passion for metrics and a commitment to analyze and improve its practices. It is large enough to have employees in nearly every state in the USA. And its divisions sell products or provide services in software, retail, consumer products, food, financial services, pharmaceuticals, defense and computers.

If our representative company had a demographic profile, it would look something like this:

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### SIZE:

102,637	EEs Worldwide,
68,264	EEs US

### US Full-Time POSITIONS FILLED (Full-Time)

6,856\*  
(2,256) Internal Moves and Transfers (or 38% of Total)  
(4,656) External Hires

\*An additional 6,000 FT hires may have taken place (un-tracked by HR) and outside of the firm's staffing responsibilities. These are hourly employees as well as some sales and remote locations that hire independently.

More positions were filled in 2004 (10.4%) than in 2003.

Contingent, contract and PT hires represent another 18% of the workforce.

## SOURCES of EXTERNAL HIRES IN 2004

31.7% Employee Referrals  
29.6% Internet  
6.0% Direct Sourcing  
5.6% College  
5.5% Newspapers  
3.2% Career Fairs  
3.2% Third Party (Agency)  
(15.2% All Other)  
100% Total

## INTERNET SOURCES

-as a % of the Hires attributed to the Internet

53.3% Company Website  
16.9% Niche Sites Other than...  
8.6% Monster (based on 28 firms with Monster contracts)  
8.1% CareerBuilder (based on 19 firms with CareerBuilder contracts)  
6.1% Hotjobs (based on 16 firms with Hotjobs contracts)  
(does not equal 100%)

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Of course this company profile doesn't really exist. Averages simply don't tell the story – especially when you are examining how 40 firms filled 274,240 openings. Despite the imagery of a typical hiring process, no two firms really do hire the same way. Thus, true comparison is difficult – what works for one organization is not necessarily the best practice for another.

On the other hand, the prevailing belief that staffing is this fragmented approach to what is inevitably referred to as a 'supply-chain' process should encourage comparison and a search for legitimate standards. Unfortunately, most vendors and suppliers are too invested in measuring anything but bottom line results- hires.

Personalizing the data this way may stimulate more relevant questions about your own situation and so, as you read our line-by-line analysis on the following pages...

...as an employer, think about your own Sources of Hire (if you even track them). How do they compare to our 'profile'? How would your recruiting budget change? Is *your* data solid enough to act on? What sources are relevant for your firm's critical openings? What sources are the most reliable?

...as a supplier of services to the corporate staffing community, think about how this firm will work with you in the future. Are you contributing to either measuring their results or achieving them? How do they know? How will they know if you help to improve their results?

...as a job seeker, think about the most likely route into this *company-with-no-name*. What tools do you need to enhance your strategy to be seen? What additional data would help you make better choices?

Here then are the results of our study, our comments and conclusions:

### 3. RESULTS

#### Methodology

In the beginning (of the second week of December 2004), CareerXroads (CXR) invited 157 high-profile, mostly large (Fortune 500) corporations to complete our 4<sup>th</sup> annual “Sources of Hire” survey questionnaire. The emailed invitations were sent directly to individuals with overall corporate staffing responsibilities (or with direct access to their company’s ‘Staffing Leader’). All emails were addressed to individuals personally known by the principles of CXR, Gerry and Mark.

A reminder was sent two weeks later and, by the second week in January, 67 firms had responded to our invitation. Unfortunately more than a third of them simply typed their name, phone number and email address and then stopped when they came to the questions about the data – they didn’t have any. What were they thinking? Still, we thank them and hope they will be able to participate next year.

By our mid-January deadline 40 companies answered the 26 questions we posed- or at least most of them. Data submitted was checked and rechecked with calls and emails. (We continue to be amazed at how many ways a ‘term’ like ‘Full-time’ can be misinterpreted- and that was one of the easy ones.) We made several adjustments and these are reflected in our comments.

(Again, we promised the responding firms that we would not disclose or confirm any specific company as having participated.)

#### Who is Counting?

Last year, when we asked, “How many positions did you fill in 2003?” there was considerable confusion as to whether internal moves and transfers were included so this year we made it a 2-part question asking first:

**INTERNAL MOVES & TRANSFERS:** In 2004 what were the Total Full-time Positions Filled through INTERNAL Employee Transfers and Promotions?

**87,992 Internal Moves - Reported by 39 Firms**

**EXTERNAL HIRES:** In 2004 what were the Total Full-time Positions Filled through EXTERNAL sources?

**186,248 External Hires - Reported by 40 Firms**

Table 1 below shows the relationship of internal to external hires based on figures from 39 firms that could differentiate both internal AND external hires. The relationship has been similar the last two years. We believe it will slowly increase in the next few years to 45%.

Table 1. Internal VS External Positions Filled

Positions Filled	2004	2003	2002 <sup>6</sup>
Internal	38.4%	35.5%	34.2%
External	61.6%	64.5%	65.8%
Total	100%	100%	100%

Internal movement ranged from less than 10% to 70% but, nearly half (17 out of the 39 who reported on this statistic) already fill more than 40% of their openings with their internal candidates.

EXEMPT positions represented approximately what percentage of your Total Full-time External Hires. i.e. 10%, 35%, 50% etc.?

**26.2% of the external hires were for exempt positions – Reported by 40 firms**

While this reflects an average of the respondents, we noted that the range was broad and the results reported by large service firms where staffing was not responsible for 'store hires' reflected higher percentages of exempt versus non-exempt hires.

RECRUITERS: How many recruiters, sourcers, and equivalent full-time contract recruiters did it take to fill the ALL hires attributed to your function? (exclude admin and support personnel)

**39 firms reported that their staff size averages 50 direct recruiting professionals.**

Staff sizes ranged for fewer than 10 into the hundreds (22 firms had fewer than 25 recruiting staff, 9 firms employ 25-50 recruiters and sourcers, 2 have 50-100 and 6 firms have even more). Adjusting for two retail firms where store managers hire staff, most recruiters/sourcers fill 124 positions a year.

Who is Responsible?

TOTAL OF ALL US Employees (All divisions, locations, levels/bands, regardless of whether you support them with your staff

**40 respondents reported 2,730,578 FT US employees**  
**40 respondents reported 4,105,478 employees worldwide**

However, not all of the firms have responsibility for or oversee the staffing of their entire workforce. In fact, hires for nearly half of the firm's employees are not tracked on a corporate wide basis.

TOTAL (US) EMPLOYEE POPULATION THAT YOU SERVICE: What is the approximate NUMBER (or %) of US Employees who are in the company or division that (your) staffing group is responsible for servicing?

**9 Respondents claimed they have hiring responsibility or oversight for 100% of their US employee population. The rest estimate they service anywhere from 10% to 90% of the positions that come open in their firm.**

The reason(s) why you don't serve 100% of the Total # of (your) US Employees is...

Table 2. Scope of Staffing Function

		Response Percent	Response Total
We don't hire for hourly/union		16.1%	5
We don't handle all functions (i.e. sales)		25.8%	8
We don't handle all locations		12.9%	4
<b>We don't handle all divisions</b>		<b>45.2%</b>	<b>14</b>
<input type="button" value="View"/> <b>Other (please specify)</b>		<b>45.2%</b>	<b>14</b>
<b>Total Respondents</b>			<b>31</b>

We believe the largest discrepancy is in the retail industry where the hiring of store level employees is often disconnected from the corporate 'staffing function'.

Automated applicant tracking systems that either offer or partner with valid online screening tools will eventually help staffing functions 'take full control' of their companies talent acquisition efforts but few firms are there yet, and only a handful can claim reasonable integration on an international scale. Simply defining what a 'hire' is across international boundaries might be too much of a stretch today.

And that is just the Full-time hires.

CONTRACT, CONTINGENT and/or PT workers represent what approximate percentage of your total US workforce?

**29 Respondents estimated that contingent workers add another 18% to their US Workforce.**

**Only 11 respondents claimed to have responsibility for even oversight contingent hires.**

Just one more opportunity for staffing leadership.

The main point of this section of the survey was to test the boundaries of corporate staffing functions, as they are a bit ragged. Apparently, in even the most competitive organizations they do not fully embrace all the hiring activities that take place with the firm's workforce.

Internal trends to centralize coordination, implement standard processes and procedures and invest in system integration will eventually improve the scope and quality of the data we and others collect. It is also important that staffing industry standards be adopted (definitions, methods of collection, metrics, etc.) to move this effort forward.



## Did We Hire More? Will We?

### This Year (2004) Versus Last Year (2003): How Many EXTERNAL hires?

- YES

Of the 34 firms able to compare their 2004 and 2003 hiring results, 21(62%) said they “increased” their hiring and 13 (38%) hired the same or fewer. Overall, respondents claimed their firms hired 10.4% more in 2004 than they did in 2003.

### Next Year (2005) Versus This Year (2004): How Many EXTERNAL hires?

- YES

Of the 34 firms that offered estimates about their hiring expectations for 2005 (compared to 2004 results), 21 (62%) said they planned to increase their hiring, 11 (32%) said they would decrease and 2 (6%) indicated they expected no change. Overall, respondents claim their firms will hire 5.41% more in 2005.

## Traditional vs Internet Sources of Hire

CXR requested hiring results for Career Fairs, Direct Sourcing, Employee Referrals, Newspapers, College and Agency sources as well as specific Internet channels.

### What is the total # of External hires due to the following sources?

Table 3. Sources of Hire – Traditional VS Internet

SOURCES	2004 (%)	2003 (%)	2002 (%)	2001 (%)
Employee Referrals	31.7	28.5	26.6	23.3
Internet	29.6	31.8	27.0	20.5
Direct Sourcing	06.0	02.6	N/A	
College	05.6	02.4	N/A	
Newspapers	05.5	03.8	04.8	
Career Fairs	03.2	02.8	03.2	
Agency	03.2	01.2	N/A	
All Other	15.2	26.9	38.4	
TOTAL	100	100	100	

We continue to believe that tools like social network applications will continue to push employee referrals to new heights. It is easy to imagine 3 out of every 4 hires coming from just two sources within two years. By then, however, an emphasis on the quality of hire by source and how to differentiate it will be critical.

We also suspect that the Internet impact is actually under-reported. Many of the hires attributed to “direct sourcing” of candidates, for example, are based on mining online resume databases.

\*DIRECT SOURCING typically refers to company recruiters (FT or Contract) who source and contact potential candidates that have not previously indicated their interest in your firm. Below please indicate what you mean by 'Direct Sourcing'

Table 4. Explanation of 'Direct Sourcing'

		Response Percent	Response Total
Mining resume databases (other than our own company)		72.5%	29
Non-Employee Referrals.		47.5%	19
<b>Following up on research generated leads</b>		<b>77.5%</b>	<b>31</b>
Only the hires from our Internal 'top level' Executive Search team		12.5%	5
<input type="button" value="View"/> Something else entirely		15%	6
<b>Total Respondents</b>			<b>40</b>

Clearly, the mining of resume database outside the firm could be added (to some extent) to what was reported as "Internet" sources. Direct Sourcing is a target for growth among competitive firms and an area that directly affects the how many agency relationships these firms will likely maintain going forward. Agencies will reinvent themselves to be 'outsource' suppliers and focus their attention on smaller, rapidly growing firms.

To drill deeper into the Internet component, we next asked companies to report the number of hires resulting from 3 specific sites: Monster.com, CareerBuilder.com and HotJobs.com as well as *All Other* job sites. We also asked how many hires they credited to their Company Website *that could not be attributed to other sources*.

INTERNET sources are primarily job sites- but not entirely. Below we have also included your 'Company Website' as an Internet source (even though we believe it is a destination- not a source). If you are tracking it please continue to report it.

The Tables below show the effect of Internet sources reported as a percentage of Internet Hires

Table 5. Internet Sources as a % of the ALL *Internet Hires*

SOURCES	2004	2003	2002	2001
	% of Internet	% of Internet	% of Internet	% of Internet
Company Web Site	53.3	67.9	57.7	62.0
All other Sites	16.9	17.6	20.8	24.0
Monster.com	8.6	08.7	14.0	09.0
CareerBuilder	8.1	04.1	05.6	02.5
HotJobs.com	6.1	01.8	01.9	02.5
TOTAL	100	100	100	

### Company Website: A Source of 'Virtual Walk-ins' or a Destination

We were pleased to see the drop in the percentage of hires attributed to the Company Website this year. We have been lobbying for some time to get firms to treat their website *not* as a source but a destination. That the Company Website is attributed as the major source of Internet hires at all is a sore point with us as we believe it confuses and dilutes what really drives candidates to the web. Nevertheless, companies are measuring their website's impact and, as a result, rightfully investing to improve its value to their staffing process.

For the Company Web Site to really be a source, the potential candidate must be driven from seeking a product or service on the site's non-staffing pages to the staffing pages. To get some sense of whether this is happening (because almost no one is consciously creating these cross-linking capabilities) CareerXroads partnered on a job seeker survey with CareerJournal.com, the Wall Street Journal's on line career service site during the first week of January 2005. More than 600 respondents to the survey answered several questions related to the website issue. Two of these further illustrate our point:

Have you ever visited a company website in search of something other than a job, and then found yourself looking at the jobs listed on that company's website?

Table 5. Your Website as a Source – Finding Jobs (source: CareerJournal.com)

	# Job Seekers Responding	%
"No, Never"	98	15.5%
"Yes, at least once"	229	36.1%
"Yes, More than once"	307	48.4%
TOTAL	634	100

Have you then applied for a job as a result of visiting a Company's web site?

Table 6. Your Website as a Source – Applying (source: CareerJournal.com)

"Yes"	343	64%
"No"	193	36%
TOTAL	536	100

There is no question that most job seekers start somewhere *other* than the company website and there is also no question that an employer wants the job seeker to make their company website the final destination. But, we were surprised that that as many as 85% of the respondents claim they have gone to company websites at least once for 'other' reasons (product, service) and found themselves looking at the jobs- and then (at least 64%) have, at one time or another in that situation, applied. This confirms that 'virtual walk-ins' are a potentially underutilized channel of hire despite efforts by several cutting edge firms during the last decade to tap it. It also confirms for us that some residual 'source of hire' is legitimately attributed to the company website- just not the staffing pages themselves.

### 'Other' Niche Job Sites

If you are tracking hires from specific NICHE job sites, please indicate the three you get the most hires from AND, if you can, indicate how many hires from each.

We asked the question to get at that 16.9% and, as expected quite a few sites were mentioned with Craig's List and Dice mentioned several times each. Others that came up were Biospace, Restaurantmanager.net, JobsintheMoney, CareerJournal, CFA/AMR, CareerBoard, Bostonjobs, Sixfigurejobs, America's Job Bank, Jobing, and Latpro. Often the firm mentioned specific numbers of hires tracked from these sites.

### All Other Sources

We are arguably whittling down the 15.2 percent of hires attributed to "ALL Other Sources" but wanted to do even more and asked

ALL OTHER sources range from kiosks and walk-ins to billboards and direct mail campaigns. If you have solid tactical sources we've not asked you about but are a significant portion of the number you reported, please indicate the top one, two or three.






By far the Source most often mentioned was Temp (Contingent/Contract)-to-Hire.

We estimate that 'conversions' account for a third of the 'other' category. Walk-ins may account for another third. Rehires/Alumni, Open Houses and Direct Mail the rest.

### Collecting Sources of Hire Data

We were extremely pleased to see –for the first time, multiple collection methodologies being employed by nearly half of all respondents. We know from our continuing analysis of online application forms that the fields for 'source' that are filled out by candidates are poorly designed. Their positioning, navigation, design choices, presentation and finally the language – all need serious work if accuracy in this area is to continue to improve.

### How do you collect Sources-of-hire data?

		Response Percent	Response Total
"Pull-down menus" on our online application form		62.5%	25
Recruiter question during interview.		47.5%	19
New Hire self-report during onboarding.		27.5%	11
Pure Guess		10%	4
<input type="button" value="View"/> Other (please specify)		12.5%	5
<b>Total Respondents</b>			<b>40</b>

## Sources of Diversity Hiring

Respondents confirmed that there is no silver bullet in diversity hiring sources.

DIVERSITY hiring: How productive are each of the following sources for diversity hiring?

	Very Productive	Productive	Somewhat Productive	Not Productive	Not Applicable	Respondent Total
Company Affinity Groups	3% (1)	<b>36% (14)</b>	26% (10)	5% (2)	31% (12)	<b>39</b>
Niche (Diversity) Job boards	0% (0)	17% (7)	<b>36% (15)</b>	26% (11)	21% (9)	<b>42</b>
Major Job Boards	2% (1)	20% (8)	<b>42% (17)</b>	22% (9)	12% (5)	<b>40</b>
Diversity Career Fairs	2% (1)	22% (9)	<b>32% (13)</b>	20% (8)	22% (9)	<b>40</b>
Dedicated Diversity Recruiters	3% (1)	5% (2)	18% (7)	8% (3)	<b>67% (26)</b>	<b>39</b>
Dedicated Diversity Sourcers	3% (1)	8% (3)	8% (3)	5% (2)	<b>76% (28)</b>	<b>37</b>
Agencies	2% (1)	8% (3)	<b>50% (20)</b>	20% (8)	20% (8)	<b>40</b>
Employee Referrals	17% (7)	<b>37% (15)</b>	32% (13)	2% (1)	12% (5)	<b>41</b>
Other	18% (4)	5% (1)	5% (1)	0% (0)	<b>73% (16)</b>	<b>22</b>
<b>Total Respondents</b>						<b>42</b>

Company Affinity groups and Employee Referrals are perceived to be the most effective. This is the one question however that isn't backed by data. Our experience is that diversity hires are tracked by source in enough firms for us to examine this as a subset.

## 4. Final Thoughts

The business case for real-time, accurate measurement of sources of hire should not have to be made at all and we don't intend to prolong this discussion by harping on it here. Sources of hire data offer recruiters a starting point for improving their firm's staffing efficiencies and productivity by examining their yield.

Staffing functions that struggle to link quality measures to their hiring process and don't even know what sources are driving their hires are not likely to get very far.

We would like to engage those interested in this subject and we are available by email, phone, blog, website, webinar, or a quiet chair at the back of a professional conference. Feel free to contact us.

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Gerry Crispin and Mark Mehler are international speakers, authors, and consultants whose views on employment strategy, hiring processes and staffing technology are ardently sought by many of the world's most competitive corporations. Each quarter they conduct a 2-day colloquium, a discussion group of staffing peers, a small group think tank for leading corporate staffing strategists to examine the critical issues of the day.

Gerry and Mark, co-authors of CAREERXROADS the leading, reference guide to job and resume sites, have each devoted their careers to understanding and influencing every aspect of the staffing industry. Committed and connected, Gerry and Mark are focused on the real stakeholders in the staffing process the jobseekers and the employers that hire them. On any given day they might be found dissecting the staffing pages of a multinational firm's website, quizzing a vendor about their value-proposition or volunteering to help job seekers find openings- then teaching them to network to win the position.