



How to Build a Sourcing Function?

Balazs Paroczay

Trainer Speaker Consultant

- 15+ yrs of global sourcing leadership
- RPO, corporate, agency background
- Built & ran a sourcing center of app. 150 sourcers
- Manage the world's biggest Sourcing Hackathon (Cielo, app. 800 users)
- 35+ keynotes in 15+ countries



ThoughtWorks®



Let's vote!

66



53

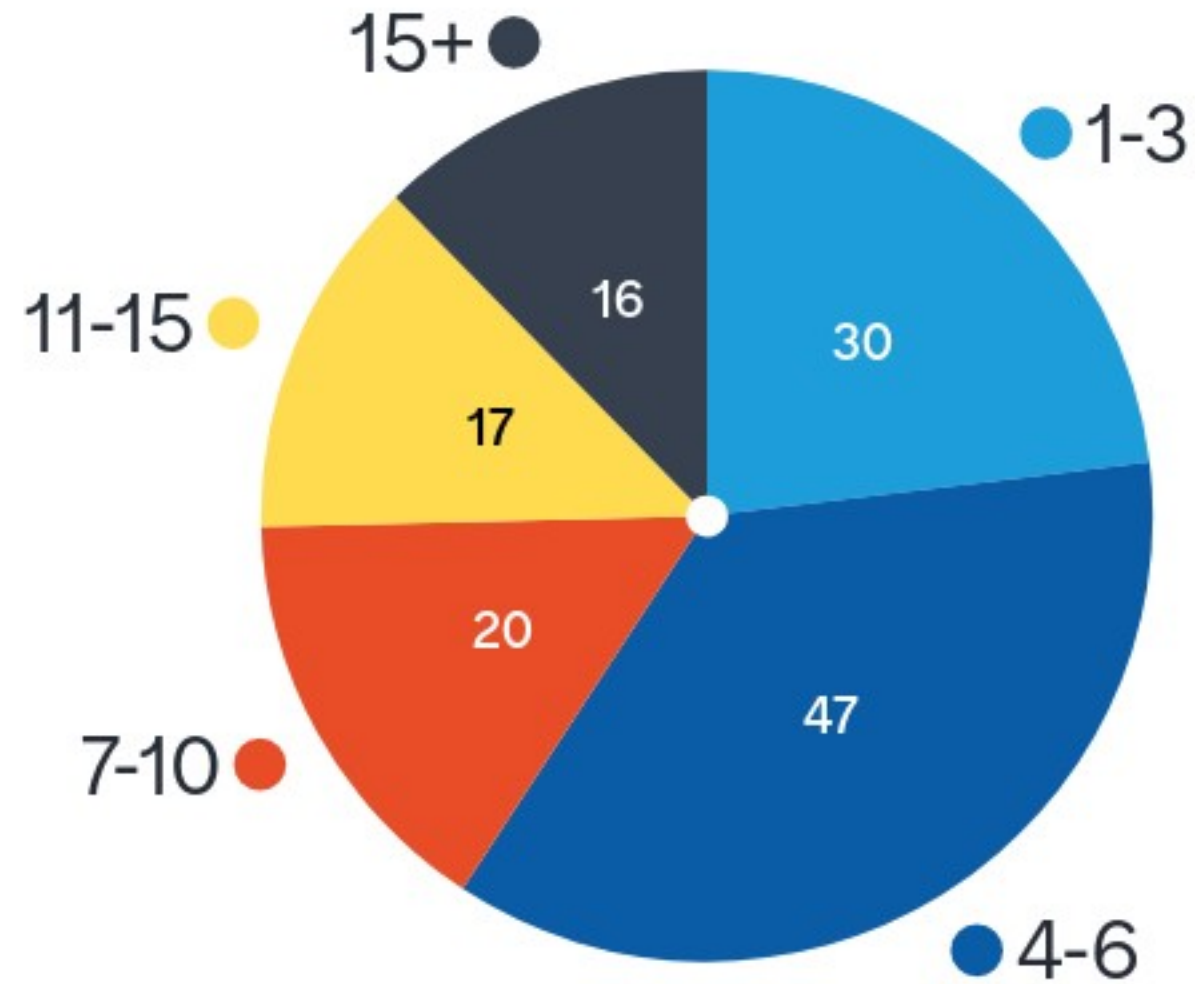


IT recruitment

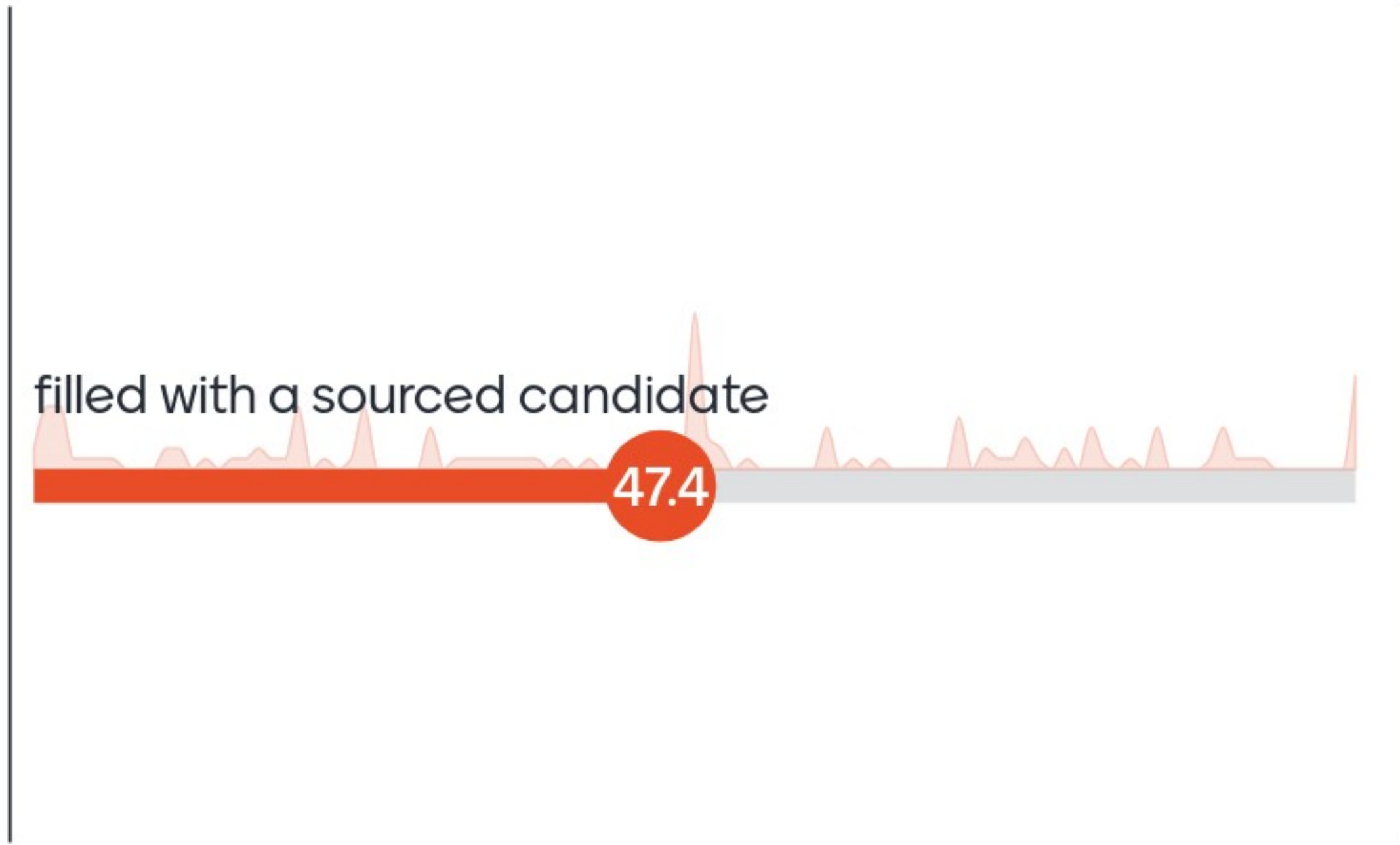
Not (only) IT
recruitment



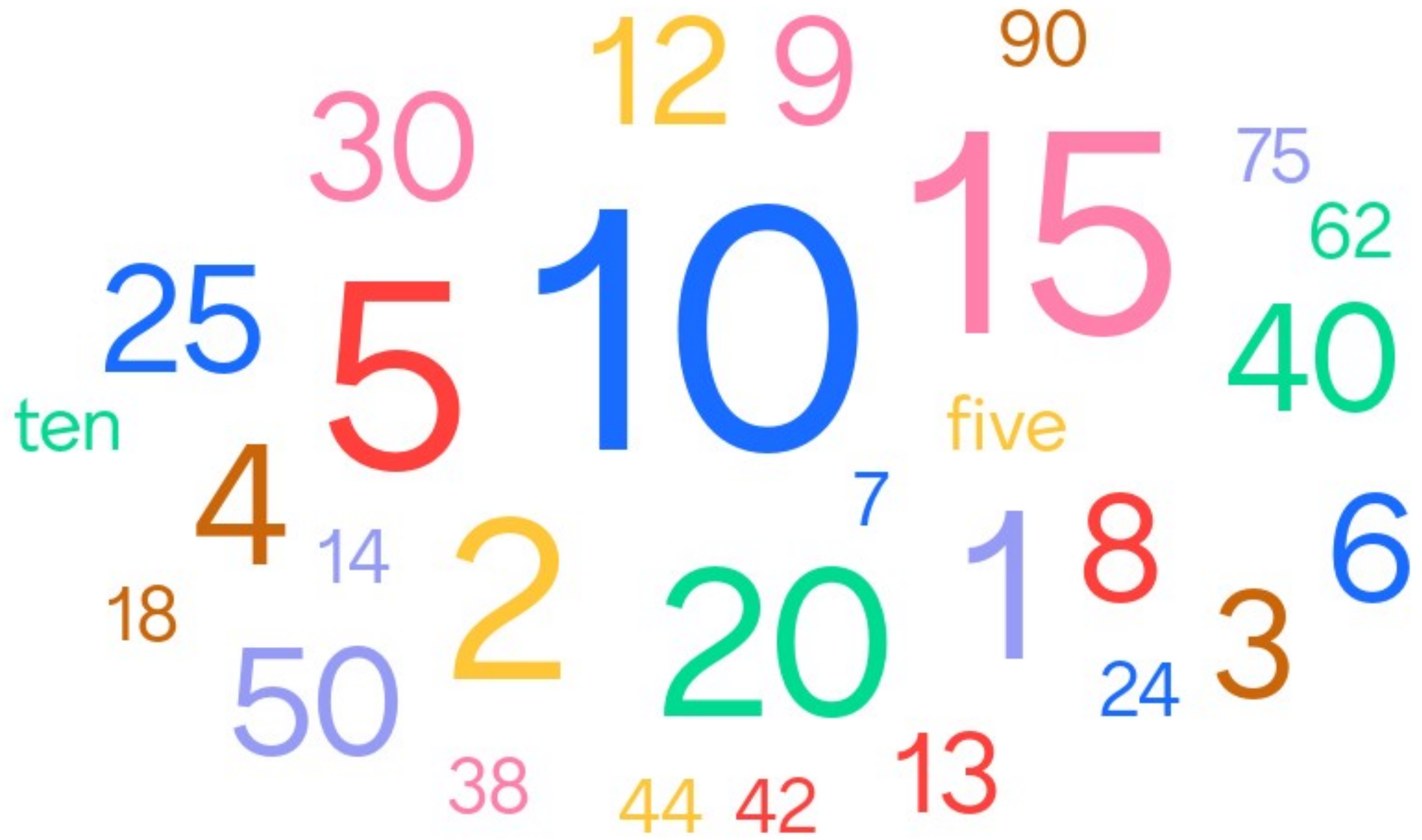
Positions you actively source on/month?



Which % do you fill with a sourced candidate?



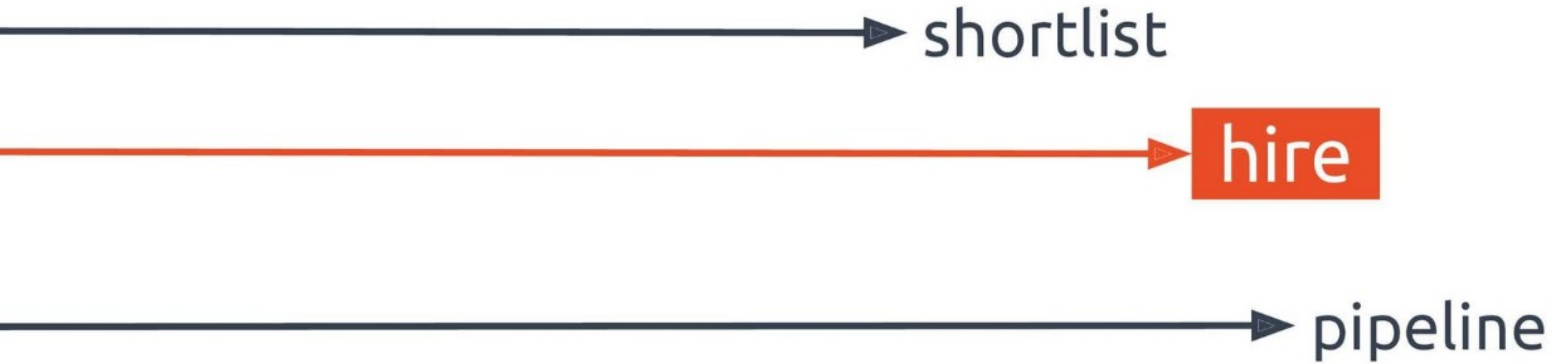
Hires you make from passive candidates/year?

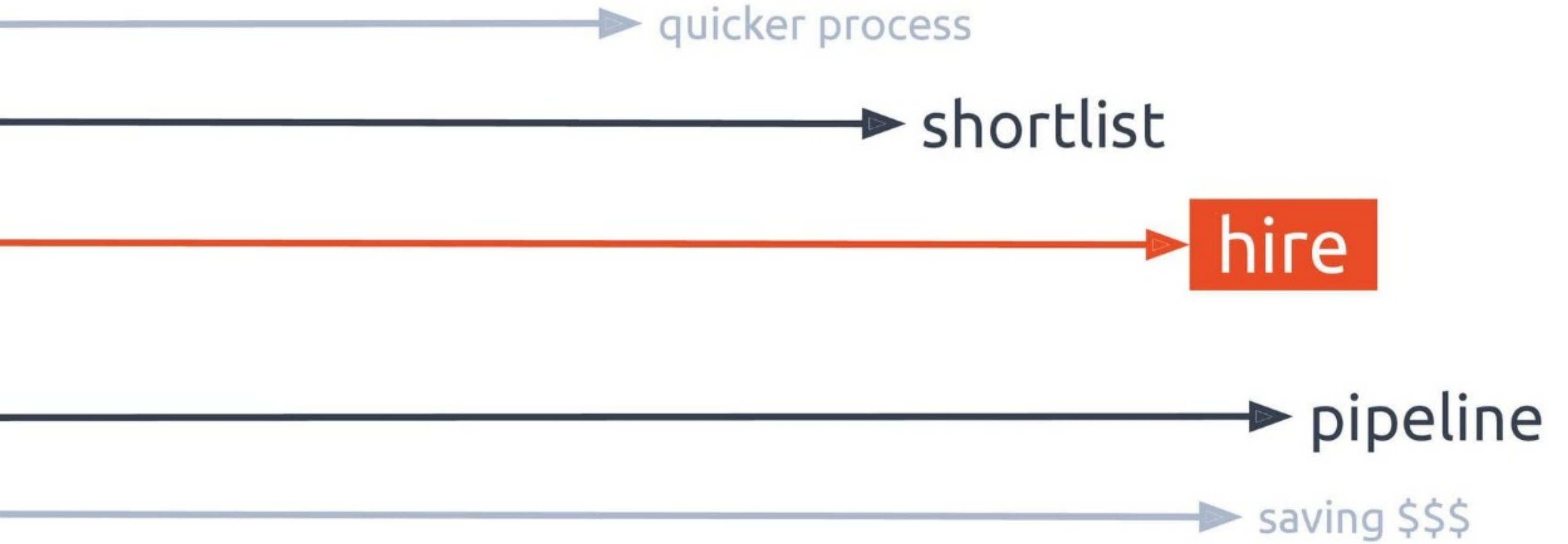




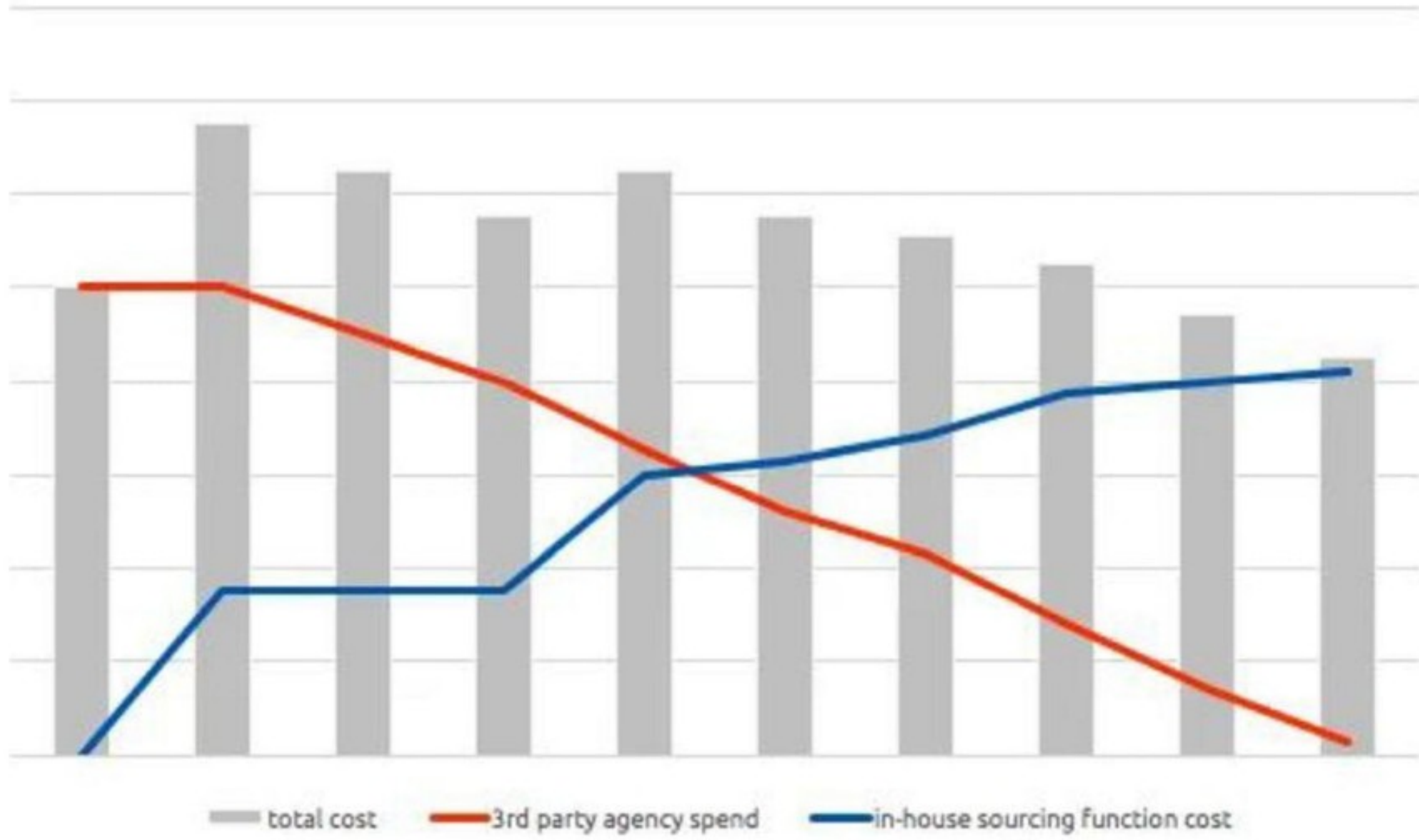
hire







Sourcing ROI Calculator



Sourcing ROI Calculator

The screenshot shows a blog post on the website thebalazs.com. The navigation menu includes HOME, TRAINING, SPEAKING, CONSULTANCY, CLIENTS, BLOG, and CONTACT. The main content area features a large image of a desk with a ruler, a pen, and a graph on a notepad. The graph is titled 'SOURCING ROI CALCULATOR' and shows a line graph with 'SOURCING' on the y-axis and 'THE PAST' and 'THE FUTURE' on the x-axis. The line starts at a low point, fluctuates, and then rises sharply towards the future. Below the image, the post is attributed to 'Thebalazs' and dated 'October 11, 2017', with 'No Comments'. The text of the post begins with 'Great companies starting their journey of building an in-house sourcing function are usually aiming for cost saving in the first place. This is the most'.

thebalazs.com

HOME TRAINING SPEAKING CONSULTANCY CLIENTS BLOG CONTACT

Recent Posts

- 05/13/2020
Are You For Speaking in ?
- 04/29/2020
Quick Growth Hack Inspired by @AmazingHiring
- 04/25/2020
Facebook Sourcing 3.0
- 04/15/2020
New & Free Boolean Builder (for those that don't have LIR)

Thebalazs October 11, 2017 No Comments

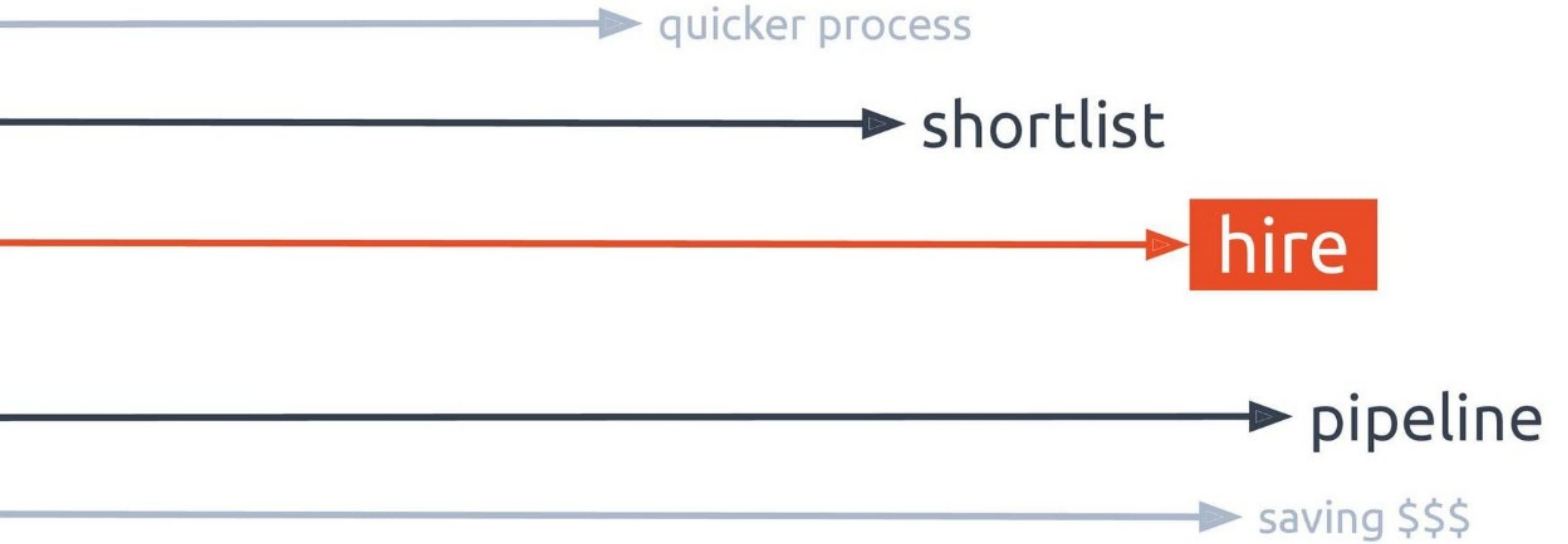
Great companies starting their journey of building an in-house sourcing function are usually aiming for cost saving in the first place. This is the most

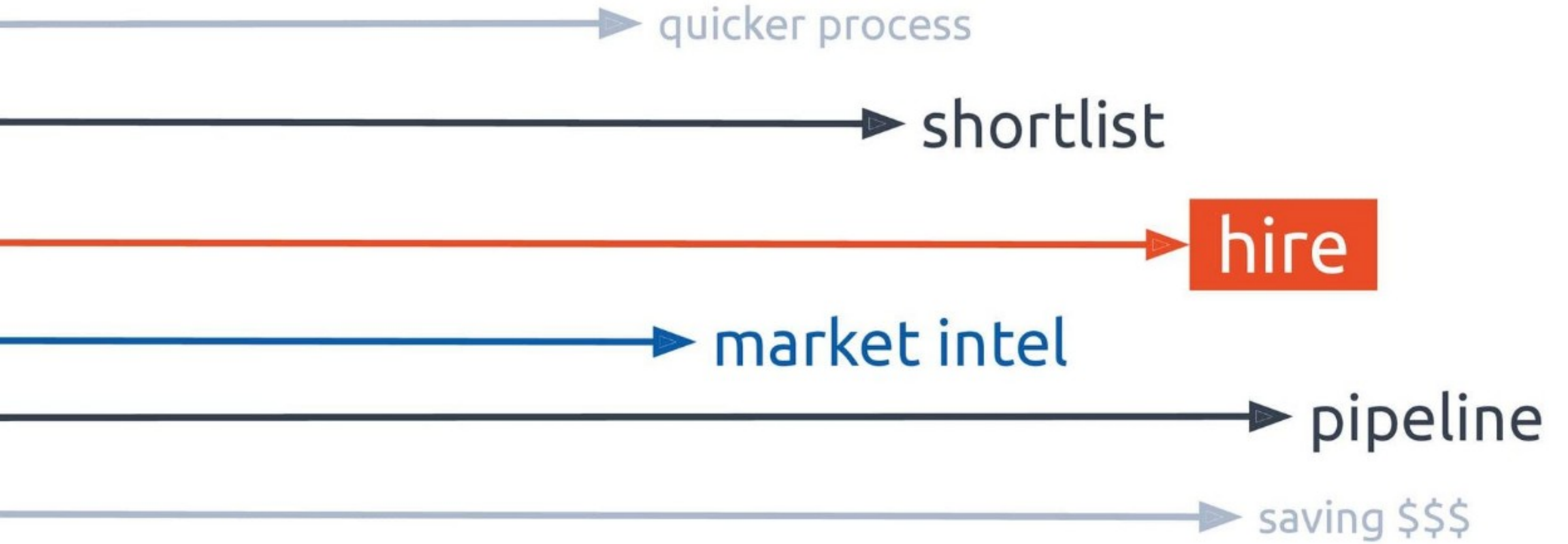
<https://thebalazs.com/2017/10/11/sourcing-roi-calculator-tool/>

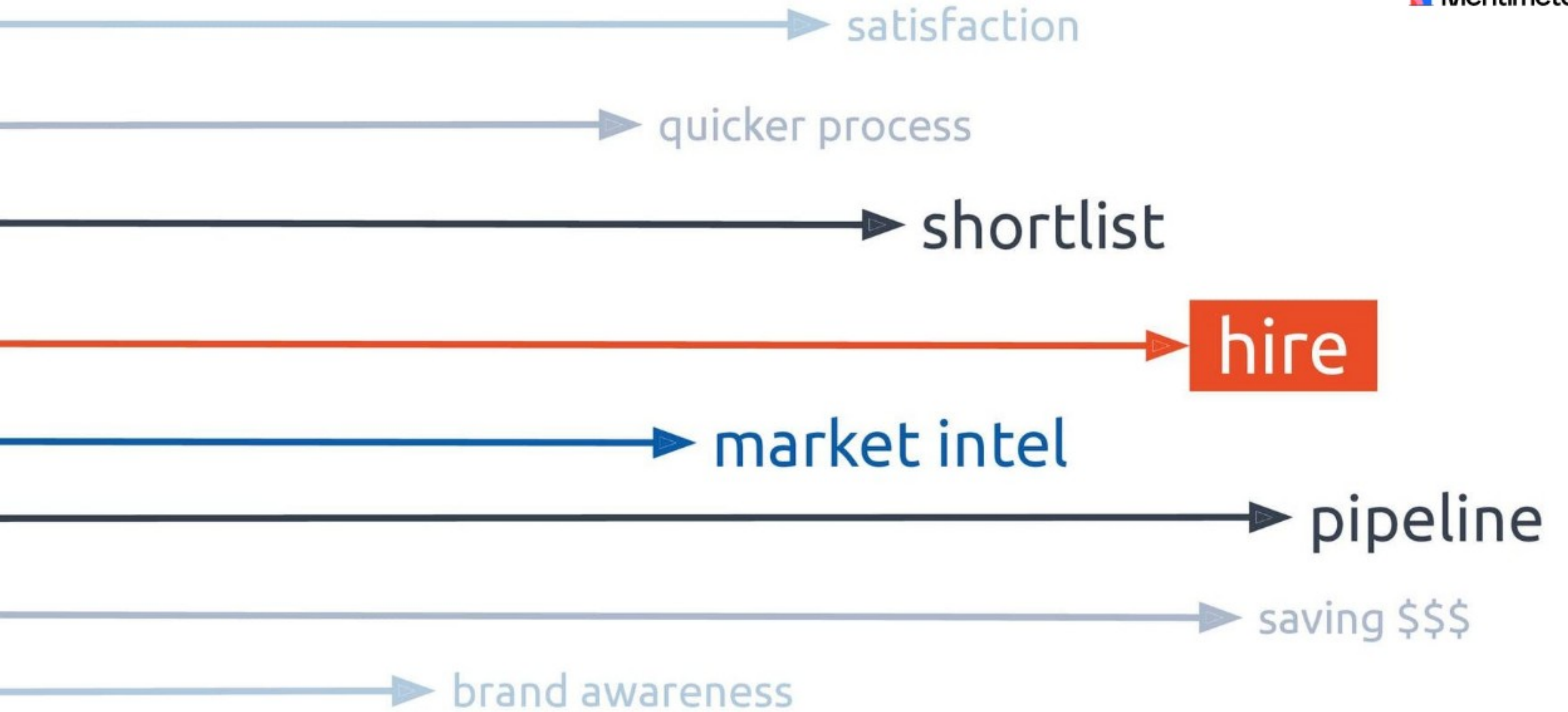


let's play!











The Value Of Sourcing

Sourcing Value Category	When do you need it?	What do you get from it?	How to measure it?
A steady and a more diverse slate	When you either constantly struggle to have a slate on a req (or on a certain job family) or when a group of candidates usually don't apply to your jobs	Your sourcing function will focus on these jobs and job families and extend the slate to the desired size (x number of QIAs)	# of slate (e.g. min. 5 QIAs on every in-scope req)
Access to rare, critical talents	When there are candidates on the market that you MUST talk to but they don't care about you	Sourcing will find every VIP candidate for you and establish a conversation with them. No hires promised but information and valuable conversations	# of completed assignment (where completion means feedback from the candidate)
Accelerated hiring procedures	Usually when your average time-to-shortlist takes longer than 10 workings days	You will get a slate within the right time frame	Time-to-shortlist
Reduced agency spend	When you leverage many 3rd party agencies and spend a lot on their services	Reduced agency spend and agency dependency	Cost saving (\$\$\$) and/or Source of Hire, 3rd parties (%)
Boosted brand awareness	When your brand is either non-recognised or underappreciated by a group of talent	More interested talents from this group	# of new, interested candidates (or conversation between # of identified and interested candidates (%))
Market and competitive intelligence	Well... always I'd say.	A wide range of intelligence: competitors, products and services, trends, locations, layoffs, new expansions, org charts, talent mapping, salary and benefit benchmark, future skill-set distribution etc.	# of completed assignment
Better experience, higher satisfaction	When the various parties (candidate and/or recruiter and/or leader and/or hiring managers) in the hiring story are not entirely happy customers	More appreciation and trust in the Talent Acquisition function	Satisfaction surveys

<https://thebalazs.com/2020/04/03/the-value-of-sourcing/>



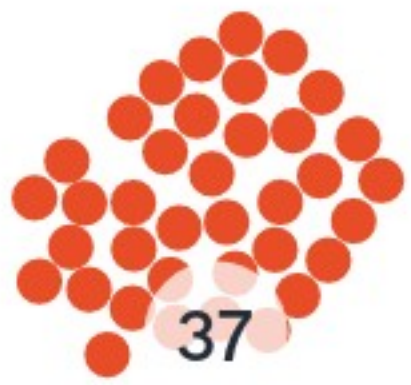
SOURCING \neq JOB



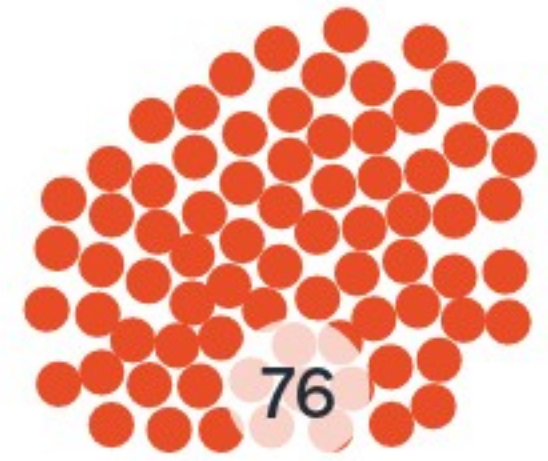
EXPERTISE
SOURCING = TASK
PASSION



Hey Buddy... are you a Sourcer?



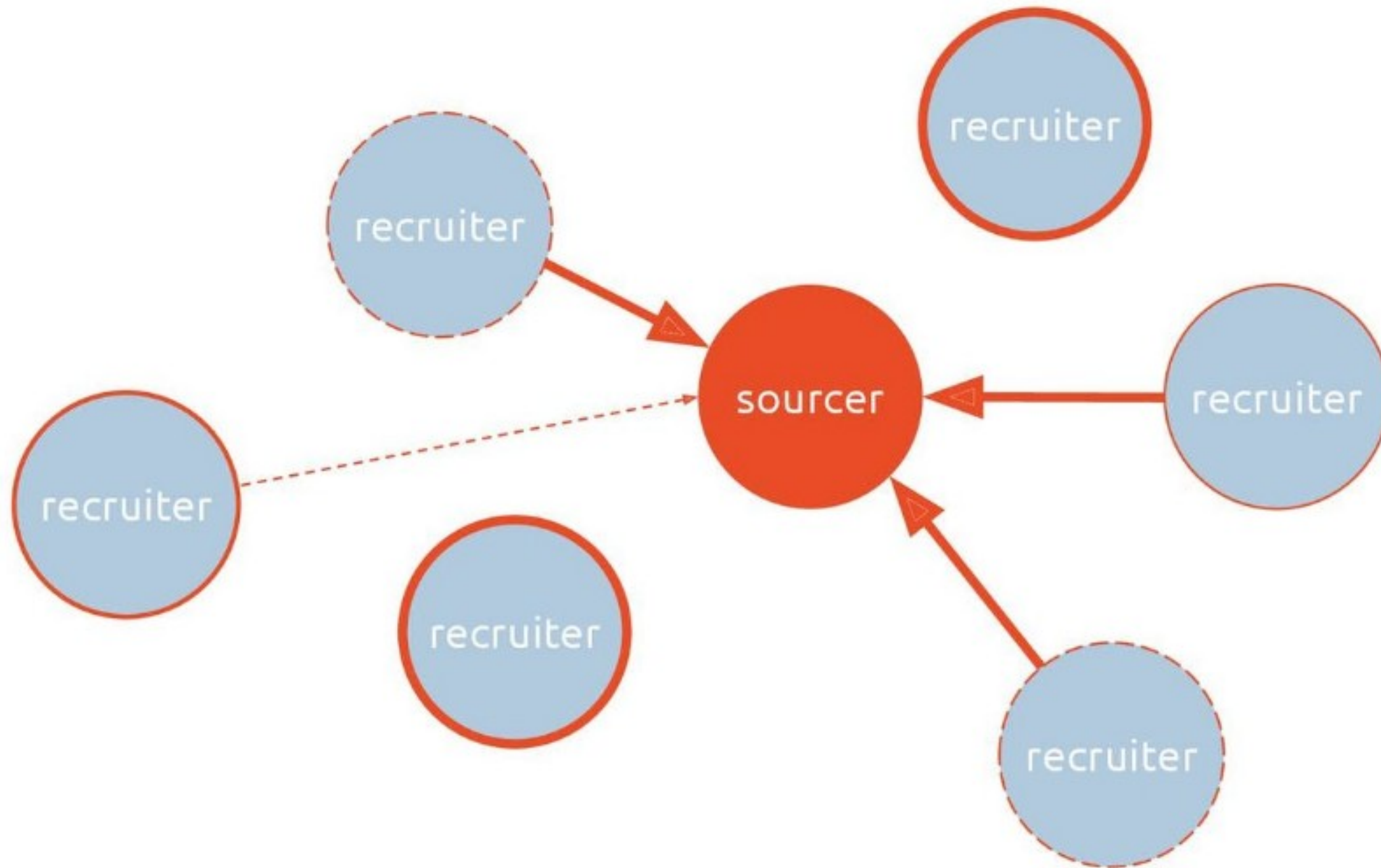
I'm a Sourcer




I'm a Recruiter



Centralized Model



- Mostly 360 Recruiters  Mentimeter
- A few Sourcers support hard-to-fill reqs and/or pipelining

PROs

- Respected Sourcer
- Superb expertise
- Everyone has to source (till a certain degree)

CONs

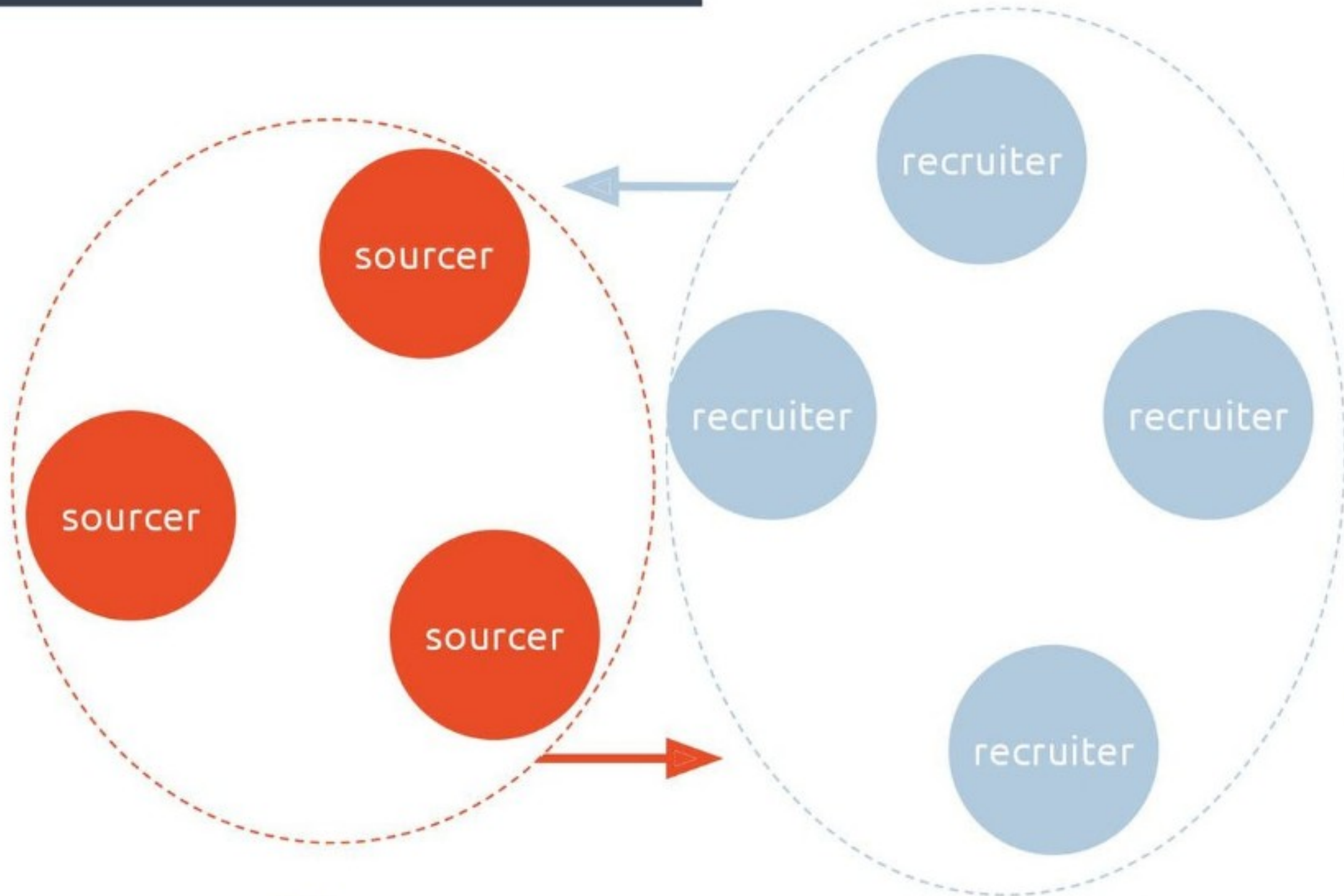
- Scalability
- Little sustainable

GREAT IF...

- High volume
- Your brand is strong
- App. 5-10% of your reqs is hard-to-fill



Decentralized Model



- Sourcing is separated from Recruitment
- Everyone is responsible for their domain only

PROs

- Easy to scale
- Easy to standardize
- Easier to manage
- Cheaper

CONs

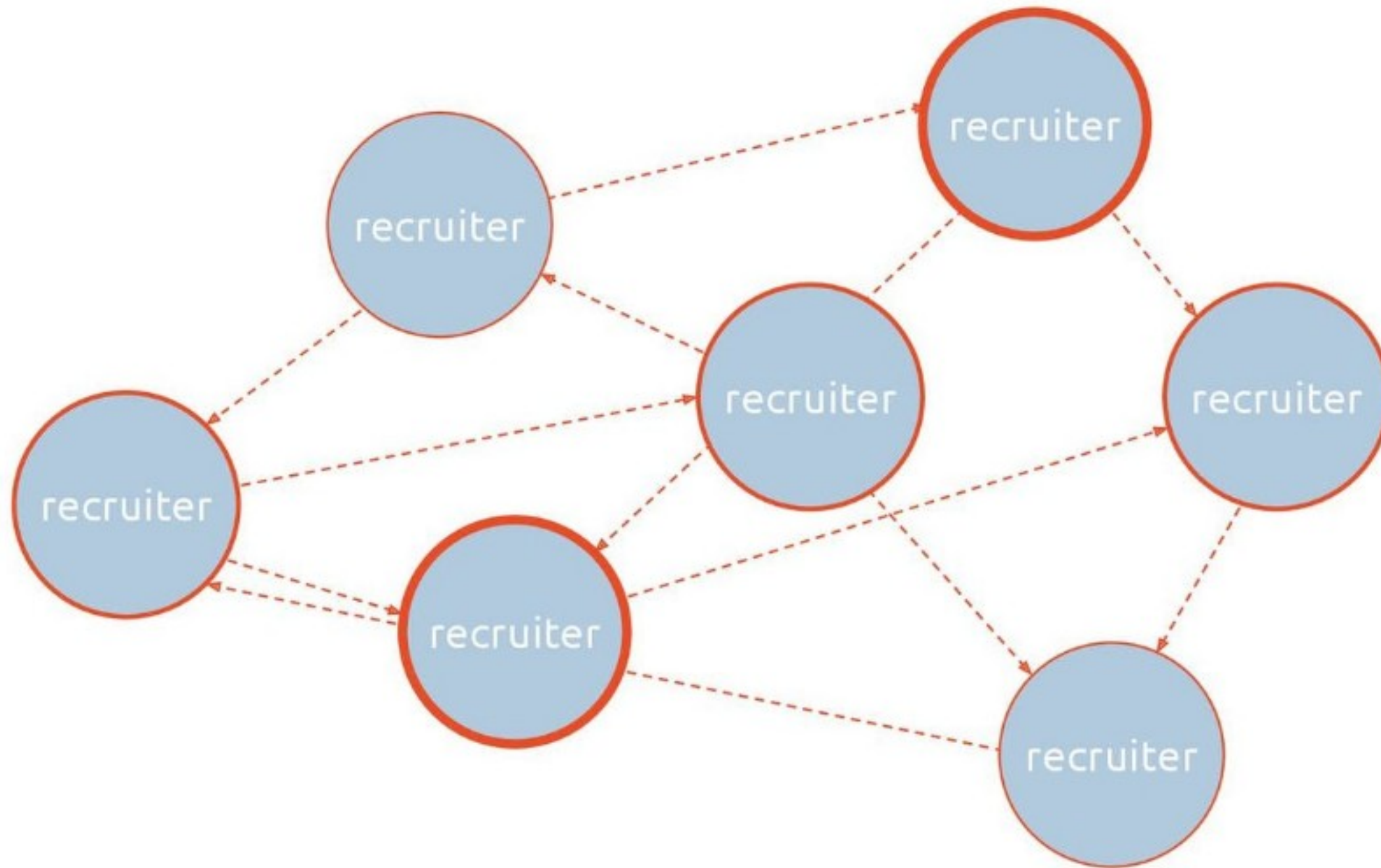
- Lack of mutual goals
- Lack of collaboration (trust)


GREAT IF...

- Cost dictates
- Very high volume
- Easy to hire these skills



Distributed Model



- Only 360 Recruiters  Mentimeter
- Everyone must source

PROs

- Sustainable
- Higher overall capability
- Most stable

CONs

- Engagement-driven (community mgmt, time, efforts etc.)

GREAT IF...

- Start-ups
- Your business is network-driven
- Strong in technology (network, knowledge mgmt, CRM etc.)



So tell me what you want,
what you really, really want



measurement



SLAs vs. KPIs

SLAs

- # of weekly QIA* submissions → productivity
- # of yearly hires → business impact
- Recruiter acceptance → quality

KPIs

- Sourcing funnel conversion → efficiency
- Time-to-submit → time
- # of active reqs → volume

*QIA: qualified, interested, available



VICES - conversion management

Identification



Search quality

Connection



Candidate outreach quality

Engagement



Engagement quality

Submission



That was it!

1. Define the **Value** of Sourcing
2. Build the right Sourcing **Model**
3. **Measure** what matters



THE SCIENCE & ART OF → BUILDING ENORMOUS TALENT PIPELINES

Mentimeter



9. JUNE 2020 4PM CET/10AM EST

→ REGISTER HERE →



theBalazs.com

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- ▷ SPEAKING
- ▷ CONSULTANCY

Get in touch!

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