

The Insider's Guide

To

Effective

Recruiter-Candidate

Relations

Kevin Buckley, CPC

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Recruiter-Candidate Relations

By Kevin Buckley, CPC

Fifth in the series of Insider's Guides

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Foreword

"Kevin Buckley is a highly experienced recruiter with tremendous knowledge of the industry he serves, offering excellent advice to his clients as well as the potential candidates within the industry. In addition, he willingly shares his expertise with job seekers, even those who are not within the sectors he serves. His "Insider's Guide To Job Search" is a valuable collection of tips, techniques, and well directed suggestions for improving the search as well as networking and negotiation in the 21st century.

Margaret Riley Dikel

Author, The Riley Guide

<http://rileyguide.com>"

From a LinkedIn recommendation on Kevin Buckley's profile

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Chapter 1: Recruiters - What To Look For And Where

Recruiters - What To Look For

Recruiters come in many categories -- specialists and generalists, retainer and contingency. They all share one thing: employers engage their services to hire people for specific positions. There are limits to what a recruiter can do for you if you aren't immediately applicable to a current search or job order. How do you determine which ones are more likely to be a useful contact for you in the end?

How do you recognize the ones who will fairly and professionally represent you to their clients? Use these benchmarks to evaluate them by: honesty, integrity, longevity, discretion, attitude, commitment, and awareness.

Honesty and integrity are the first considerations. You want someone who is going to be truthful with you. If they don't know the answer to a question you have, you want them to be honest and tell you that they don't know, rather than bluffing their way with inaccurate information. A candid relationship with full disclosure eliminates assumptions, and generates trust between people.

Longevity means a recruiter remains in business because employers and candidates are willing to place trust in them over a period of years. Do industry associations within their area of specialization know these recruiters? Ask friends and coworkers what their reputation is. How long have they been in operation? Look them up on Google; what feedback do you get?

View their LinkedIn page/s. What do you see? Is your recruiter someone who has staying power in your industry, or have they moved from company to company, with short tenures in each one? Are their status updates relevant to the expertise that they claim to have? What about their recommendations and endorsements? Who supports them, and are these connections people with good industry reputations?

Discretion is vital. Establish how they work, and set the ground rules for them representing you. What's their understanding of non-disclosure agreements and other confidential approaches, to minimize the risks for their clients? The last thing you want is the reckless handling of your confidential information. You do not want your resume landing on multiple hiring managers' desks when you're working. It's surprising how quickly your resume circulates in the industry.

Confidentiality Recruitment assignments have NDAs (non-disclosure agreements) involved as part of the search process. The employer makes an agreement with the recruiter that the company identity remains confidential and revealed to a potential candidate only after prior approval. These searches arise where the need for discretion is vital for various reasons. Specifically, these searches are to replace someone who occupies the position now, and the company doesn't want this known in their industry.

Recruiters need to protect their own vital interests. They tell you that as soon as a client gives their approval, you'll receive more information. The recruiter doesn't want people approaching a company directly once they learn of the job opening.

Beware of the recruiter that wants to "market" you to undefined companies if you're currently employed. They could be using your resume to create a job opening.

The Differences between a Search Firm and an Employment Agency

Search Firm:

- Works on very specific positions with clearly defined hiring criteria
- Very little flexibility regarding their client's hiring requirements
- Confidentiality maintained until permission is given to release the identity
- Limited exposure of the position on the web
- Recruiter is exclusively retained to search
- Limited number of candidates presented after careful pre-selection

Employment Agency:

- Markets people, creating job openings and stimulating interview traffic
- Frequently general or incomplete position description details
- Questionable approach to confidentiality
- Position posted on multiple sites and the employer's pages
- In competition with other recruiters and their candidates

Retainer versus Contingency

Retained searches means that the employer pays a fee in advance of receiving candidates for review, in the form of a deposit. This usually means an exclusive arrangement with the client-employer. Your competition for these searches is limited, and surprise, last-minute candidates from other sources are rare.

The employer pays contingency search fees to the recruiter after the successful hiring and starting of the new employee. This is a higher degree of risk because no money goes to the recruiter before referring candidates.

Attitude and commitment are important. Determine if your interests and needs matter to them. Be wary of the aggressive recruiter who tries to steamroll you into looking at or accepting a job, trying to convince you that they know what you need. Some people accept these situations because they feel that the recruiter must be the expert.

Are you worried about making a commitment that doesn't sit well with you? Trust your intuition. If it feels wrong for you, it probably is. How committed are they to the people they represent? Do you get the feeling that they are genuinely trying to help you, or do they dismiss your concerns?

Awareness of trends in specific compensation or other changes affecting your industry means they have their ear to the ground. How much do they know about salary scales in your industry? How familiar are they with your industry's terminology and terms of reference?

An informed recruiter is a good contact to have, and a valuable resource for useful information.

Internet Recruiter Directories

Determine who is active in your areas of experience. There are a number of useful resources available online to target recruiters by industry focus. Look both inside your geographic area, and surrounding towns for recruiters. Often, recruiters located outside a major population center conduct searches for employers who are unimpressed with the efforts of local recruiters.

Some Internet Recruiter Directory Resources:

http://jobsearchguide.ca/Internet_Recruiter_Directories.htm

The site <http://jobsearchguide.ca> is a website that we created for North American job search resources.

Industry Associations

Industry associations are good alternative sources to identify potential recruiters. Look at an association's LinkedIn group and see who advertises in either the "Jobs" section or the "Job Discussions" area. Sometimes, associations have a "Careers" section on their site with ads or job postings placed by recruiters who specialize in a given industry sector.

If there's no information on their site, contact the executive in charge of membership and ask them if they can recommend any recruiters with a good industry reputation. Alternatively, send a message directly to the Education or Membership executive, as they're often aware of good consultants operating in their field.

Review the association's newsletter ad pages for job postings or other recruitment firms with a consistent presence in the association's directory or newsletter advertising.

Chapter 2: Recruiters and First Impressions

What Are Recruiters Looking For?

Recruiters look for evidence that supports a hiring decision. They want to see someone who's positive, interested, and who communicates effectively. This is in addition to strong qualifications, experience, and skills.

Do you have achievements, and the energy to accomplish them? You need to be focused, willing, adaptable, and flexible because hiring managers want to see this. Any recruiter or human resources representative wants to see these strengths and qualities in a potential employee.

First Impressions Count

Enthusiasm - being excited and positive; your desire to continue learning and growing

Initiative - you did your research and your homework, and you come prepared with good questions

Self-confidence - you impress with your confidence, poise, and enthusiasm

Self-discipline - you show organization and that you manage your time well

Hard worker - your academic achievements confirm that you worked hard to achieve academic success

Team player - you show the willingness and the ability to work with other people, and be part of a cooperative effort

Self-motivated - you show that you want to succeed, and are prepared to put in the energy to be successful

Goal directed - your choices---academic and work-related--- paint the picture of someone who is always taking on new challenges

Curiosity - you have an active, inquisitive mind, and a strong desire to expand your knowledge, skills, and experience

Intelligence - you're able to grasp new information quickly and have good, analytical reasoning skills

Perseverance - you have the determination to stick with a plan, and persevere despite obstructions and setbacks

Patience - you have the willingness to progress step by step in learning new skills, or applying yourself to a new task

Adaptability - you're able to adapt to new people, situations, and challenges

Cooperation - you enjoy working with other people, and are a team player

Teachable - you enjoy learning and absorbing new information and are always looking to improve your skills and knowledge

Chapter 3: Establishing Clear Communications

Emailing Your Resume: Creating Buyer Interest

Save a resume document in your own name. Many resume readers in recruitment firms are search assistants, and they pre-select resumes based on specific hiring criteria. Assistants don't want to spend a lot of time on your document. A resume file saved in your name eliminates work for them, and you won't be lost amidst the generic resume.doc and cv.doc files on their desktop.

Save a standard letter in the Drafts folder of your email program to modify, according to the position. Combine multiple attachments into one document in a pdf or doc file.

People prefer to have one document to open instead of two, three, or more. Paste the text of your resume in the body of the email message. Use the Subject line effectively, identifying the reason for your message. A blank subject line is a waste of useful communication space.

Have your voice mail work effectively for you

We've all experienced situations where you call somebody and there's a disorganized or muffled voice prompt to leave a message. What impression do you get?

Ensure that your voice mail is clear, brief, and conveys the image that you want to have the potential employer receive:

"This is _____. Thank you for calling, I'm out now, or away from the phone. I'll be checking for messages soon; please leave your name, telephone number, and the reason you called, and I'll return your call as soon as possible."

Be clear, warm, friendly, and professional, and eliminate background noise distractions. An impressive voice mail is a practical tool and your public relations agent if you use it well.

When A Recruiter is calling you

If there's noise or commotion in the background where you are, it's best to ask for the caller's number and say that you'll call right back. Go to a quiet room, compose yourself, have your resume materials by your side, and call the recruiter back in a more settled environment.

Before you initiate a call back, take a few deep breaths; this creates a calmer inner state, and allows you to speak at a more moderate pace. There's no need to rush your responses. You make a better impression if the listener has time to absorb what you're saying.

With your interview materials accessible, cover the points you want to impress on the caller, and set the stage for the physical meeting with the recruiter.

Setting the tone when you call back

This is an opportunity to make a good impression. By choosing to call back, you've already shown that you want to handle the return call professionally.

Convey an attitude of willing cooperation to provide information for the recruiter to assess you. After you introduce yourself, ask an open-ended question to determine what the employer wants to accomplish.

"How would you like to begin?"

"What would you like to know?"

"How can I help you?"

These types of questions signal to the recruiter that you're both ready to give information, and that you want to make the best use of their time. These small courtesies are important when you're establishing rapport with a stranger on the telephone. A little courtesy goes a long way to making a positive impression.

These questions also start the ball rolling, allowing the recruiter to tell you what information they want from you.

Passive and Active Listening

Passive listening often involves missing key points that the speaker is trying to make. You give the impression of being distracted and not focused on the discussion you're having.

Active listening focuses your attention on what the speaker is saying; visualizes the person behind the voice, and allows you to think of good follow-up questions to ask in return.

Customer service people in many industries train to visualize the customer. You project a warm and friendly vocal tone when you imagine the person speaking with you is warm and friendly. It's a human connection.

Setting the Tone With The Recruiter in Person

"I'm looking forward to discussing this position, and answering any questions you have. How would you like to begin?"

"I've read the position description/advertisement, and I'm confident that I have the skills and experience that you're looking for. Where would you like to start?"

These and similar phrases indicate that you're ready to answer questions, have familiarized yourself with the requirements, and you're willing to provide information.

This signals to the interviewer that they have someone who wants to make best use of the interviewing time. This is a very positive way to begin establishing your credibility and personal chemistry with the interviewer.

The Greeting and Setting of the Tone works well with good eye contact, and with an attitude of mature enthusiasm and interest.

The Discussion:

Avoid being long-winded. A long answer to a short question reflects an unfocused mind, or even weak intelligence.

Minimal answers or being abrupt denotes a lack of confidence, interest, or even arrogance.

Express your values, and what motivates you to succeed, in ways that support and address the needs and expectations of the employer.

Speak from a personal perspective about the importance of integrity, honesty, dedication, and perseverance.

An interview is often lost because personal feelings and attitudes are not in tune with the corporate culture.

- What is important to this recruiter's client?
- What qualities of character do they look for?
- Do you see yourself reflected in their expectations?
- What business values predominate in their Mission Statement?

Ask Questions That Are Relevant

One of the chief reasons that people don't survive to the next level is that they don't ask the right questions, when given the opportunity to do so.

It's not time yet to ask about compensation and benefits; ask instead about their expectations and problems that require solving.

Show the interviewer that you've researched them and their client on the Internet, and that you've taken the interest to learn about their client's products, service, and mission.

Bring up their corporate mission statement, and ask about how the recruiter sees you fitting into the corporate culture.

- How do you measure job performance?
- What are the challenges of the job?
- What daily problems require solving?
- What involvement is there with other departments?
- What is the training program and what is involved?
- What qualities do they look for in the people that you hire?

- What is the career path for this position in the company?

These and similar questions show an analytical and focused mind looking for common ground and mutual benefit, and aware of the employer's concerns and needs.

Recap:

- Greet everyone in a friendly and professional manner.
- Keep good eye contact and offer a warm handshake.
- Acknowledge that you're using the interviewer's time.
- Display mature enthusiasm and interest.
- State that you're ready to answer questions.
- Confirm that you're familiar with the position's requirements.
- Express your confidence in being able to meet expectations.
- Provide a resume that creates talking points.
- Have the facts of your achievements at hand.
- Avoid being long-winded and keep your responses clear.
- Determine what the corporate culture and expectations are.
- Avoid discussing compensation/benefits in the first meeting.
- Ask how they measure work performance.
- Ask about the training program.
- Ask about the other departments you'll work with in the company.
- Ask about the potential for future advancement.
- Offer to make yourself available for a second meeting.

Chapter 4: Tips For Negotiating Salary & Benefits

How do you approach discussions about compensation with recruiters and present employers?

- Determine the average salary range for this type of position in the industry.
- Prepare a budget to calculate your financial needs.

Be realistic: entry-level salaries are less negotiable than salaries for mid-level or executive positions. Don't worry about what your friends are earning because the employer won't consider this.

- Never lie about your salary history.
- Conclude salary discussions positively.
- Once you've accepted a job offer and confirmed your salary, ensure that you get the offer in writing.

Useful Salary Information Sites

Uncovering salary information isn't as difficult as it seems. Try the following resources:

- Review salary surveys information sites on the net: <http://salaryexpert.com>, <http://careerbuilder.com> and <http://payscale.com>.
- Use job listings, which indicate salaries for related positions.
- Call employment firms for their opinions.
- Review business and trade periodicals for published salary averages.
- Review government statistics websites for wages data in your region.

Are salaries negotiable?

It depends on the position, the manager, the organization, and your perceived value. Most entry-level positions have set salaries that are subject to very little if any negotiation--perhaps a few hundred dollars of negotiating room. Employers will negotiate within the range, but will rarely exceed a stated maximum, unless you're an exceptional candidate.

How do you handle questions about your salary during an interview?

- Ask the interviewer for the normal salary range in his/her company for that type of position.
- Let the interviewer bring up the subject of compensation first.
- Tell the interviewer that you're confident you'll be able to reach a mutual agreement about salary.

Refrain from discussing salary in your first meeting. The employer is likely aware of your general expectations. If a recruiter presents you, this is very often the case. The recruiter may have advised the employer in advance of your general expectations.

Be Clear About Your Expectations

Clarity is essential. Ensure that your recruiter knows what your expectations are. Many people assume that there's upward flexibility with an employer because they have the experience and skills required.

Some companies have flexibility for the ideal candidate, others don't. Some recruiters are vague about compensation levels---especially if they don't have clear guidelines from the employer. Some employers like to avoid giving anything other than a ballpark range.

Ask your recruiter these questions:

- What's the maximum salary range for the job?
- What other bonus or incentives does the employer offer?
- When is the first salary review date?
- What portion of the benefits does the employer pay?

Avoid Being A Stalking Horse Candidate

Some recruiters will send you in to establish their credibility with a potential employer, convincing you to explore the opportunity---even though you're earning more than the maximum salary that they know the employer will not exceed.

You go in for their benefit, and it's a huge waste of your time. They look good to the employer, and you serve as a useful tool to enhance their prestige because they show their client that they can present quality candidates. Confirm that you have a clear understanding of the job's salary range, whenever possible.

Benefits

Besides salary, take into consideration the employee benefits plan when evaluating an offer made by a company. Most entry-level employees can expect a basic benefit package consisting of:

- Health insurance
- Dental insurance
- Life insurance
- Paid vacation time
- Paid sick leave
- Paid holidays

A more comprehensive benefit package might include some or all the following:

- Bonuses
- Child and day-care services
- Cost-of-living adjustments
- Industry Education and training programs
- Flexible work schedule
- Savings plans - Pension Plans

Patience In Negotiating - Reviewing Your Agreement

It's easy to rush the process, to close the deal. When you receive the offer and hiring agreement, take your time to go through your offer and hiring agreement (they're often two different documents), and consider your commitment. Verbal agreements can't be verified later because they're words, and they aren't recorded on paper. If you discuss and modify any points of your offer, request an email confirmation of the changes made.

Individual points of the offer

Salary:

- Is the salary in the offer the same figure you discussed with the recruiter or company interviewer?

If not, it could be a simple typo due a clerical error. Calmly point this fact out to the recruiter, who then goes to the client to rectify the error.

If it isn't an error, and the recruiter sounds very apologetic but claims that the employer is 'calling the shots', consider a direct discussion with the company's hiring manager or human resources representative to clear up the confusion.

Most recruiters will go to bat for you as a matter of course, but also because their interests are involved.

Salary review date:

- Is there a specific or general period noted in the offer?
- What discussion did you have with the employer or recruiter about their flexibility in this area?

If the company can't flex on the starting salary, they may shorten the time to the first salary review (six or three months instead of the normal twelve) to try to accommodate your needs. Ask your recruiter about this, to see if it is an option.

Vacation:

- What is the company's flexibility about vacation time?
- What are your thoughts about unpaid time off as an option?

Some people consider vacation time more important than salary. This is an issue that employers discuss instead of salary. How do you see the benefit of more free time versus receiving more salary - what's more important to you? What flexibility did they discuss with you in interviews or the recruiter's follow up?

Consider that if you can't get all of the time you currently have, due to the company's fairness policy, you can propose to the recruiter and employer that unpaid time off could be an option, to acquire those extra days you need to round out your vacation time.

Perseverance And Patience In The Hiring Process

Executive schedules, vacations, re-assessment of job descriptions, and the slow grinding of the corporate wheels of decision-making, present both a challenge, and an opportunity.

Trust the flow of events, and be willing to accept uncertainty; that has the effect of reducing the tension of the situation. Accepting the time required for events to unfold can make the difference between projecting calm confidence to the people involved in the hiring process, and displaying an attitude of anxiety or impatience - both of which can

influence the recruiter and hiring manager's view of you, and the final hiring decision.

Fear and doubt suggest ways to try exerting control over the process. Anxiety can build up the pressure to do whatever it takes to get straight answers from someone who seems unwilling to provide them.

This desire to over-control the situation can lead to counter-productive actions. Hiring managers may deliberately test a candidate's tolerance for uncertainty by being vague and noncommittal, or delaying returning phone calls or emails, to see how the candidate handles pressure and uncertainty.

Some of the actions that make recruiters and hiring managers pause and reconsider how suitable a candidate is:

- Repeated messages left on voice mail expressing urgency
- Multiple emails asking for feedback and developments

Do not let anxiety, impatience, annoyance, or other negative attitudes creep into your messages and conversations.

Some Hiring Issues That Are Beyond Your Recruiter's Control

- A hiring manager's superior hasn't approved the hiring decision.
- The position is changing in scope and responsibility.
- The salary range debated continues internally, either within the hiring manager's department, or in consultation with the Human Resources department.
- Other candidates have come forward at the last minute from within the company.
- Another executive involved in the decision-making is away on business, or on vacation.
- The hiring manager has had other priorities intrude on the hiring process.
- The hiring manager is testing how you handle yourself under pressure.

Through your quiet confidence and trust in the process, you show the potential employer your character, maturity, and integrity in situations that are largely beyond your personal control.

If this opportunity is the right one for you, then despite appearances, events and circumstances, it will move in your direction. It might not happen in the time expected, however.

Chapter 5: Recruiter Warning Signs

These are specific warning signs that your recruiter is not serving your interests properly.

Your resume – let's improve it

- They want you to change or significantly upgrade your titles to make you more marketable for the position they're representing.

If they want you to inflate your titles, or add duties that you didn't have to make you more appealing to their client, be advised that employers can release employees for misrepresenting facts of their employment.

- They are asking you to misrepresent your current employment status by having you claim that you're working at a company that you actually left recently

Do they want you to note that you are still working "to Present", or are they asking you to adjust your employment dates to make up for gaps in your previous employment history?

The job description

- Does the job description sound as if someone trying to sell you a used car wrote it; very enthusiastic, portraying the opportunity as something you just have to go for?

Sometimes, the ad copy doesn't match the reality. Recruiters trying to generate enthusiasm, and glossing over the limitations of the job, its future career growth, or lack of it often oversell positions that have a lot of turnover.

- How does the recruiter's job description compare to the one given to you by the client, or the ad that you find on the employer's own website?

If there are substantial differences in the duties and authority level of the job, you'll want to clarify the actual responsibilities versus the recruiter's representation of them.

The salary range

- The recruiter suggests that you meet their client, although your salary range is well above their client's maximum offered; your recruiter says not to bring up your salary in the meeting.

This is using you as a willing tool to establish their credibility with their client. By presenting high quality people above the salary range, they buy time for them to find candidates in the right salary range.

If they impress on you the need to be absolutely silent about your current earnings, telling you to tell the interviewer that you prefer not to discuss this now, that's a red flag.

- You're between jobs and the recruiter sends you in, gets back to you and says he/she has good news, but the client wants a lot of salary flexibility from you---even though there's a pre-established range for the position.

This means that the recruiter is putting pressure on you because (a) he/she has told the client that they can get you down to a lower level than the range offered, or, (b) the client is putting pressure on them to pressure you to accept a lower salary. They are trying to offset the recruiter's fee through the lower salary offer.

The employment offer has a lower salary than discussed

- The offer contains a different salary figure than the one discussed with the recruiter, or a different review date.

Don't jump to conclusions because there could be a simple typo made by the person who typed the offer. On the other hand, if the recruiter verbally assured you that the salary was going to be "around" a certain figure, and you're unemployed, and there's a lower figure than the minimum expected on the offer, the recruiter may have assured their client that they can get you on board by putting pressure on you to accept.

You're told that the employer wants you on board right away

- You've told your recruiter that you're accepting an offer, but you need to give two weeks notice; they pressure you to shorten your notice, citing the employer's desire to have you on board sooner.

The standard notice is two weeks, given as a courtesy to act ethically in making a move to another company. This gives you time to wrap up loose ends, and take your departure with goodwill, rather than leave your department and former colleagues in the lurch.

Most employers recognize the standard business courtesy involved in giving two weeks notice, and respect your decision.

The recruiter has the advantage of a shorter billing cycle to work with if you leave your old employer and start with your new one right away.

Although it may not seem apparent now, you may jeopardize a future positive reference from the company you're leaving. Your manager and colleagues will remember how you left the firm and the impact it had.

Marketing you to other companies

- The recruiter asks you about the types of companies that you see yourself working with, and presses for specific company names of interest to you, drawing up a list.

Be careful that your resume doesn't land without your knowledge on the desk of the HR departments of the companies that you've identified. A recruiter who is unconcerned with confidentiality may make 50 copies of your resume and send them out to various firms, without your knowledge.

Firmly establish the guidelines for handling your resume and confirm by email that you do not want your resume sent to any company that you haven't approved, or that the recruiter isn't actively representing.

Firmly establish the guidelines for handling your resume and confirm by email that you do not want your resume sent to any company that you haven't approved, or that the recruiter isn't actively representing. In some instances, this blocks your entry into the company, if the recruiter learns that a company they sent your resume to has

interviewed you. They may contact the company and inform them that they intend to bill the company if you're hired. For some firms that don't want to pay a fee, they may choose to pass over your application and turn to someone else. This is why you need to have a clear understanding with your recruiter about their intentions in marketing you.

Duplicating your efforts in sending resumes

It's important when registering with a recruiter that you advise them which firms you've sent your resume to, or had discussions with in the last six-nine months.

The reason you do this is to avoid a scenario where a recruiter sends you to a company that you've already approached. This duplication of efforts leads to confusion, and that's an avoidable scenario.

You want your pathway into a company unimpeded by lack of two-way communication with the recruiter. Also, situations develop where two or more recruiters working on the same job opening will send the same candidate, then things get even more confusing due to the duplication of referrals.

Tell your preferred recruiter if you register with other firms. If you have your resume out to several recruiters in the same industry sector, the above scenarios are more likely to happen.

Some normal prudence and clear communications will avoid the above scenarios happening to you. Trust your intuition; it's your career and your reputation.

Forewarned is forearmed.

Summary

Most recruiters like helping other people and will represent you fairly.

It's helpful to be aware that some recruiters are less concerned with your welfare.

A little time taken to research prospective recruiters saves you time, and reduces the risk of connecting with a recruiter that is not considering your interests.

Trust your intuition; it will lead you forward with the right people.

Kevin Buckley, CPC
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About the Author

Kevin Buckley is a Certified Personnel Consultant with over 25 years of recruitment experience in the Freight, Customs & Logistics industry in Canada.

Websites for Job Search Resources:

<http://jobsearchguide.ca>

<http://freightcustoms.com>

<http://buckleybooks.ca>

<http://buckleysearch.com>

<http://kevinbuckleycpc.com>

Other Insider's Guides in the series

- *The Insider's Guide To Job Search* - eBook, Hardcover & Paperback - Friesen Press
- *The Insider's Guide To Job Search - Graduates & Students* - Amazon, Lulu, Kobo
- *The Insider's Guide To Job Search - Being Interviewed* - Amazon, Lulu, Kobo
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