

**EXECUTIVE
SEARCH**

The higher the level of hire, the greater the impact on an organization.

It is widely known that there is a dearth of top-level leaders, and that the demand for them grows daily. Top executives are highly paid and highly valued, and their existing employers may make it difficult and expensive for them to leave. Scenarios such as these require highly innovative solutions.

We work closely with our clients to determine all facets of an executive search mandate, from defining objectives and background requirements, to deciding on the best method of attracting top talent.

This process requires experienced professional staff to be successful. Our staff has a wealth of experience in sourcing, attracting, selecting, and post-hire follow-up with executives who we have found on behalf of our clients. We pay particular attention to fit, which means extensive interviews, tests and thorough background checks. This due diligence in the selection of executives ensures that all parties - client, candidate and consultant - are happy.

We recently produced an article about a search for a Vice-President of Human Resources that we conducted on behalf of a client in the hi-tech industry. You may find it interesting reading.

["The Essential Attributes of the Vice President Human Resources"](#)

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**TARGETED
TACTICAL
SEARCH**

Targeted Tactical Search is recruiting in its purest form. It means identifying all targets within a pre-determined 'gene pool' and generating their interest with all available hooks. Similar to our Executive Search, it requires a highly structured search and selection process managed by highly proficient professionals.

But it requires something more. To be successful, it requires an ability within the search firm to determine

who are the appropriate targets and what constitutes an appropriate target company. This requires a very complex research process and experienced researchers, with the ability to turn a Job Requirement into a list of prospects, all of whom are appropriate for our recruiters to contact and attract.

We have experience in conducting a wide variety of complex targeted searches in a wide variety of industries. Most of these searches are for very technical positions involving complex technologies: zinc hydrometallurgists, LC/MS scientists, toxicologists, pharmacokineticists, fly-by-wire specialists, Network Management Graphic User Interface Specialists and Visual Interaction Designers are but a few.

We have a rare and unrivalled reputation for excellence and expertise in these highly specialized fields.

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**GLOBAL
RECRUITING**

Why Recruit Offshore?

The importance of human resource planning to the success of any business enterprise is well recognized and documented. Equally accepted is the fact that certain specific and international skills do not exist in sufficient numbers today. The need to recruit offshore is immediately apparent.

The aim in all recruitment campaigns is to hire competent, motivated professionals who will provide an added value and proven expertise to the company. An advantage with offshore recruiting is that people who are willing to immigrate are typically highly motivated, upwardly mobile, and loyal employees.

Custom Combinations

No two companies are alike, and some companies have greater in-house human resource planning capabilities than others. We have therefore designed our consulting services for international recruitment in such a way that our Clients can identify and select the combination of expertise needed to meet their exact requirements.

Our modules have been devised as follows:

- Planning the campaign
- Obtaining government approvals
- Identifying target markets
- Devising strategies and tactics to attract candidates
- Candidate sourcing
- Pre-screening, interviewing and short-listing
- Facilitating the negotiations
- Preparing offer letters and acceptances
- Presenting the offer
- Preparing support documentation
- Helping to arrange for work permits
- Arranging relocation and travel services
- Acclimatizing new hires and their families upon arrival

The reasons for drawing upon the expertise available at Alan Davis & Associates Inc. are clear: years of experience in all aspects of hiring, from defining the need to supporting the new employee through the first few weeks in a new country.

It's a Family Affair

The importance of including the families of overseas candidates in the entire process cannot be stressed too strongly. The decision to relocate overseas is a major commitment, and the entire family unit should be involved in the decision-making process to ensure a smooth transition. We usually interview spouses as part of the process, and sometimes find that they were not aware of how seriously their partner was considering a major move! We have often saved our clients tremendous expense and misery by uncovering family dynamics that would have sabotaged a successful placement. It is also important to give additional relevant information to prospective candidates and their families - such as climate, income tax, cost-of-living, language, education and cultural issues - before asking them to consider relocation.

It has been shown time and time again that attention to detail, on a personal and family level, makes an enormous difference to the success of a campaign, both in the number of acceptances per offer and in the length of tenure with the new employer.

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E-CRUITING

No longer a novelty, recruiting via the Internet (e-cruiting) is becoming a standard tool to find candidates, or for them to find you.

We have developed, and continue to develop, expertise in this field. Historically, our clients have largely elected to perform e-cruiting themselves, but we are standing by, ready to take this on as required.

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RECRUITMENT ADVERTISING

In these days of e-cruiting, there is still a need for "traditional" recruiting, i.e. journal and newspaper advertising.

Many of our client organizations do not have the time to write, design and manage a Recruitment Advertising Campaign. In the case of complex selection campaigns, it is beneficial to outsource the entire process up to the hiring decision.

These campaigns are planned carefully and follow a clearly-defined process. The addition of creative flair produces a winning combination.

Campaigns can range from simple - one ad placed in one publication - to multiple ads placed in multiple publications with large numbers of anticipated responses. The best example of the work we have done in this area is the 1992 Canadian Astronaut Recruiting Program, which generated over 5,300 responses.

["The 1992 Canadian Astronaut Recruitment Campaign" Article](#)

PROGRAM RECRUITING

In situations where large numbers of employees need to be hired in different disciplines, any combination of our services can be integrated into a customized recruiting program.

It starts with a position-by-position analysis, followed by a Recruiting Methods Analysis in which our clients' historical data is overlaid with our recruiting experience in order to create an objective recruiting program.

We then divide the work between our clients and ourselves, according to capability and availability, being careful to manage any overlaps.

Program Recruiting requires a great deal of coordination and feedback and has to be carefully monitored to be mutually successful. The results are worth it!