

ISM-HOUSTON[™] JOB SEARCH TRAINING PROCESS

Metrics, Targets, and Accountability

METRICS, TARGETS, AND ACCOUNTABILITY



"I think my spell-checker is broken. It keeps changing l-u-c-k to p-r-e-p-a-r-a-t-i-o-n."

WHY ARE METRICS NEEDED? THEY TELL YOU...

- where you have been
- if you're making progress
- if something is wrong
- if you've gotten to your target

WHAT ARE THE BENEFITS OF GOOD METRICS? THEY ...

- drive your performance
- provide focus on what you need to do
- help you make decisions
- make you feel good when you make targets

SAMPLE JOB SEARCH PERFORMANCE METRICS

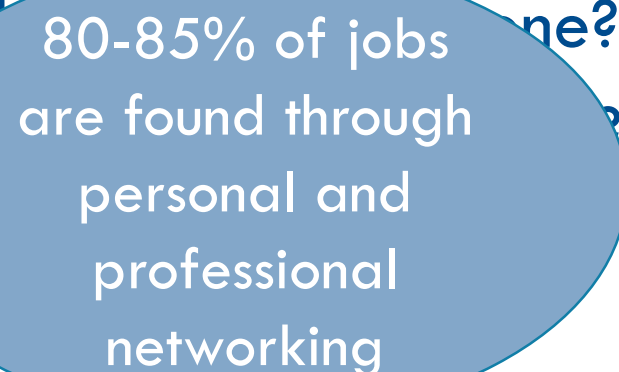
- Interviews
- Job offers
- Time spent in search
- Networking contacts
- Network Meetings
- One-on-one Networking
- Telephone Networking
- Letter/e-Mail Contacts
- Requests for Follow-up
- Recruiter contacts
- Job board reviews
- Job applications made
- Resume Updates
- LinkedIn Profile Updates

HOW DO MOST PEOPLE FIND A NEW JOB?

- By working with a recruiter?
- By monitoring job boards and applying on line?
- Through someone they met by networking?
- By asking Mom (or another relative) for one?
- By drinking coffee in front of their computer?

HOW DO MOST PEOPLE FIND A NEW JOB?

- By working with a recruiter?
- By monitoring job boards and applying on line?
- Through someone they met by networking?
- By asking Mom (or Dad) for a job?
- By drinking coffee in a cafe?



80-85% of jobs
are found through
personal and
professional
networking

PROPOSED JOB SEARCH METRICS (BY IMPORTANCE)

- Interviews, job offers and acceptances
- Requests for follow-up
- Discrete networking contacts (broken down by contact quality)
- One-on-one networking meetings
- Networking events
- Telephone calls with a connection
- Telephone and e-mail messages
- Recruiter contacts
- Applications made
- Hours spent in search activities

HOW MANY NETWORKING CONTACTS DO I NEED?

	2013-14 Job Ministry Data	2010 Published Data
Contacts to reach a hiring manager (A)	15	15
Hiring manager contacts to get an interview (B)	2 - 4	3 - 4
Interviews to get a job offer (C)	4 - 9	6 - 9
Contacts to get a job offer (A x B x C)	225 (150 - 450)	375 (300 - 450)

The information in this table is based on research by job search author Jerry Fusco (2010) and recent results of one highly successful Between Jobs Ministry work team (2013-14).

The number of contacts that you need to make to get one job offer will be different than these targets.

HOW LONG IS IT TAKING OTHER PEOPLE TO LAND?

	2012 Average Search Length	2013 Average Search Length	2014 Average Search Length
Overall Team	9 months (28)	4 months (35)	3 months (19)
- Individual Contributors	3 months (2)	2 months (14)	3 months (11)
- Middle Managers	6 months (7)	5 months (9)	3 months (5)
- Senior Managers	9 months (12)	6 months (8)	4 months (2)
- C Level Leaders	14 months (7)	9 months (4)	6 months (1)

The information in this table is based on results of one highly successful Between Jobs Ministry work team.

The number of contacts that you need to make to get one job offer will be different than these targets.

POSSIBLE TARGETS FOR EXPERIENCED PROFESSIONALS

	Proposed Search Time Target (Months)	Aggressive Landing Date Target (Months)	Estimated Contacts Needed	Proposed Contacts per week Target
Jerry Fusco's Research		6	375	15-20
Work Team Average	4	3	225	15-20
- Individual Contributors	2	2	150	15-20
- Middle Managers	5	3	250	15-20
- Senior Managers	6	4	350	15-20
- C Level Leaders	9	6	450	15-20

The number of contacts that you need to make to get one job offer will be different than these targets.

METRIC TARGETS VS DESIRED JOB OFFERS



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Metric	1 Offer	2 Offers	3 Offers
Interviews	1-2 / month	3-4 / month	4-5 / month
Requests for follow up	2-3 / month	4-6 / month	6-8 / month
Discrete Contacts	20/week	40/week	60/week
- Level 1 (Knowledge or influent)	15/week	30/week	45/week
- Level 2 (Potential for position)	4/week	8/week	12/week
- Level 3 (Position being recruited)	1/week	2/week	3/week
One-on-one networking meetings	As needed to achieve contact targets		
Networking events	As needed to achieve contact targets		
Telephone calls with a connection	As needed to achieve contact targets		
Telephone and e-mail messages left	As needed to achieve contact targets		
Recruiter contacts	As needed to achieve contact targets		
Applications made	As needed to achieve contact targets		
Hours spent on job search	> 35 / week	> 50 / week	> 60 / week

THE BOTTOM LINE ON METRICS

- Define your metrics based on value
- Set realistic on-going targets
- Set a plan weekly that exceeds targets
- Measure your performance
- Take corrective action if needed

QUESTIONS?



JOB SEARCH ACCOUNTABILITY



BEST COVERED AT THREE LEVELS

- **Board of Directors**
 - Employed leaders that demand accountability and meet with you monthly or bi-monthly
- **Job Search Work Team**
 - Unemployed peers that support your search and push accountability weekly
- **Accountability Partner**
 - Another unemployed individual that helps with critical activities and pushes accountability several times a week or more

BOARD OF DIRECTORS

- Who
 - Three employed individuals at or above your level
 - Strong leaders that will push you
 - Not your spouse or your best friend
- What
 - Confirm your core competencies and career goals
 - Aid in the development of your marketing plan and metrics
 - Support your job search at the strategic or career level
 - Engage monthly to monitor and ensure targets are being met
 - Push corrective action when needed

JOB SEARCH WORKTEAM

- Who
 - Six to ten unemployed peers from different backgrounds
 - Use a structured process to drive performance
 - Share your desire to land a new job quickly
- What
 - Aid in the development your marketing campaign and all necessary documents
 - Confirm viability of metrics and targets
 - Support your search at the tactical level
 - Engage weekly to monitor your activities
 - Encourage corrective action when needed

ACCOUNTABILITY PARTNER (JOB SEARCH BUDDY)

- Who
 - Another job search work team member
 - Shares a similar background and/or career level
 - Shares your desire to land a new job quickly
- What
 - Confirms that daily targets are set and met
 - Shares ideas and give encouragement
 - Brings focus to what needs to be done
 - Talk informally several days per week
 - Push corrective action when needed

QUESTIONS?

