THE

NAVIGATOR

How To Lower The Risk Of Your New Hire Accepting A Counteroffer

Before and even after your top candidate accepts an offer, you need to stay vigilant against tempting counteroffers.
SOURCE: JENNY HARGRAVE 10.03.16 5:00 AM – FAST COMPANY

You've found the perfect candidate and they've accepted. Congratulations! Having held all the cards throughout the hiring process, this can be an uncomfortable time for managers. When days tick by and there's still no sign of a signed contract or confirmed start date, even the most trusting of hiring managers will grow suspicious. Until your new hire walks through the door on the first day, there's no ironclad guarantee they'll join.

So in the period between making an offer and having it officially accepted, hiring managers may need to fend off the risk of a counteroffer by the candidate's employer. Here are a few ways of doing that.

Ask Early—And Point-Blank
Initial qualifying conversations—even during those early phone screenings—are a great time to get candidates to open up. If you already ask candidates their salary expectations, you may as well also ask what they think their present company might do if they were to resign.

Ask outright if the company, to their knowledge, has a policy or track record of counteroffering. It's useful to know of a probable eventuality. You may catch a candidate off guard, but if they're aware of such a practice, they're likely to have an opinion about it.

Next, ask them what they might do if faced with a counteroffer. It's easier to gauge sincerity face-to-face; presented the right way, people can be very candid. But don't phrase this in a way that puts somebody on the defensive. Focus your question on the key priorities and criteria they're focusing on in order to make the next big decision of their career. Conveying a genuine interest in their situation and goals can encourage more openness.

Testing The Waters, Again And Again
Admitting that they'd potentially consider a counteroffer isn't necessarily a reason to exclude a prospective hire from a shortlist. Just be aware of any other opportunities they may be looking at, the likely salary level of those roles, and the timeframe of these processes.

If someone is thinking of leaving their current company for money, they're quite likely to stay for it, too.

Needless to say, it's always possible that a candidate could be less than truthful and declare they'd never take a counteroffer even if they would. What's more, it's generally difficult for any hiring manager to get a full sense of the other opportunities a candidate might be weighing up. But these perils are all the more reason why regular communication is so critical throughout the hiring process. Don't just grill a candidate mercilessly—that's a big turnoff for talent you're trying to woo—but use each interaction to subtly test their interest. A person's level of flexibility, communication, and availability through the interview stages are usually good indicators.

However, if you do get a sense that the candidate is likely to stay put for the right reasons, it's time to cut them loose. If anything, their candor has helped you. It's always better to take action as soon as this becomes clear—ideally before you make an offer. *(continued inside)*

How To Lower The Risk Of Your New Hire Accepting A Counteroffer *(continued from cover)*

If a candidate begins to worry that you're considering other contenders, they'll either make a more impassioned case for themselves or else fall off the radar, confirming your suspicions.

How Much Is Money A Motivator?
Understanding a candidate's motivations for a career move is key to fending off the threat of a potential counteroffer. Use your interview process to get a better grasp of the things a candidate is most looking for, then build a case for the new role that's based on fulfilling them.

Everyone involved in the interview process should tap into an individual's motivations—not just the lead hiring manager. Anyone on your team who's involved with interview debriefs and feedback calls should ask questions about what appeals most about the role, then regroup to compare notes and see if the candidates' answers are consistent.

One motivation that should raise significant concern, of course, is money. If someone is thinking of leaving their current company for money, they're quite likely to stay for it, too.

Check Commitment Right Through The Finish Line
If you indicate the salary range before making an offer, listen carefully for the candidate's response. Anything less than resounding enthusiasm should signal that you need to explore their reservations. To be sure, a savvy candidate will keep their cards close to their chest while negotiating—and that's fine. But it doesn't prevent you from being clear about the company's expectations on the offer and resignation process, or from making the turnaround of paperwork a priority.

If possible, make the offer face-to-face, give the candidate the contract in person, and request a next-day return. Then schedule a call immediately after their resignation to show support for what may have been a difficult conversation, and keep reiterating how delighted the whole team is that they're joining. Start penciling in "meet-the-team" meetings immediately: Putting a date in the calendar increases commitment and adds focus during a long notice period.

But your job isn't done yet. Post-resignation it's vitally important to maintain regular contact with the candidate until they're through the door on day one. Arrange a lunch with their new boss or colleagues, and encourage everyone to keep up a regular dialogue. Get the candidate's input on upcoming projects, share updates on company developments, and send links to articles or a recently published annual report. Make them feel part of *their* new business right away, even before their start date. This helps keep your new hire focused on the role they've just accepted, and it cuts the temptation to follow up with additional recruiters or go on any remaining interviews.

You can also seek their help. Ask them for referrals for other vacancies or recommendations for the company's talent watch. The referrals themselves are less important than their display of loyalty to the new business. After all, that's the prize you've just worked so hard to win.

BREAKING NEWS

TCM Wins a Key Contingent Labor and Direct-Hire Award
TCM has been awarded a multi-year workforce services award to provide contingent IT staffing services and direct-hire services by the world's largest publicly traded health information technology company providing leading-edge solutions and services for health care organizations worldwide. We will leverage our deep U.S. delivery capability and industry expertise to deploy client-facing technical and functional consultants and internal focused IT professionals for our new client.

TCM Extends a Large Federal Direct-Hire RPO
TCM is excited to announce the extension of a major Direct-Hire RPO award with one of the nation's leading federal system integrators. This multi-year Recruitment Process Outsourcing services award is the result of our consistent highly rated delivery performance and will enable us to deploy high-level IT professionals in critical growth segments including cyber security, digital cloud computing, data analytics and software and systems engineering. These positions require a range of clearance levels from Secret to TS/SCI-cleared (Top Secret/Sensitive Compartmented Information) and Full-Scope Polygraph (FSP).

TCM Partners with leading Travel Industry Technology Client
TCM has recently partnered with a New York City based data analytics firm that specializes in the travel industry. We are excited to be part of our client's resource planning and delivery team. This opportunity will enable TCM and our client to engage and deploy high quality project managers and application development resources across the U.S. Our consultants will focus on a number of critical projects across the client's analytics, bookings and reservations and e-commerce platforms and applications set.

TCM Tapped by New Systems Integrator Client in the Federal Market
TCM announced it has been selected by a mid-cap systems integrator to deliver IT staff augmentation and surge deliver services to support their rapid growth and success in the federal market. Our focus will be in key technology areas including IT modernization, business process outsourcing and automation across large government programs.

TCM Expands its Track Record of Success with Leading Aerospace and Defense Client
TCM continues to expand its market share and base of consultants in support of a major aerospace and defense firm deploying IT resources across their key U.S. facilities supporting large radar, defense and satellite programs.

TCM Provides National Consultant Delivery for National Healthcare IT Client
TCM has partnered with a national healthcare solution provider to help it deliver core system improvements and major upgrades for 50 end clients across the U.S. TCM will play a leading role on the delivery team responsible for vetting and deploying Business Analysts, Project Managers and Quality Assurance Engineering resources across all major regions of the country.

Here are the top 10 highest-paying security roles, culled from a popular career site and their clients' job postings and median salary range data from a cloud compensation solutions firm.

1. Lead Software Security Engineer
2. Chief Security Officer (CSO)
3. Global Information Security Director
4. IT Security Consultant
5. Chief Information Security Officer (CISO)
6. Director Of Security
7. Cybersecurity Lead
8. Lead Security Engineer
9. Cybersecurity Engineer
10. Application Security Manager

Source: CIO.com

Don't Forget!! TCM offers a special referral bonus program for the referral of **NEW Client Hiring Managers!** If you provide the name and contact information of a hiring manager that TCM hasn't worked with and TCM places a consultant under that manager, you may be eligible for the Referral Bonus! Bonus prizes range from an iPad Mini, iPad, iPhone 6 or iPhone 6+! Referral Bonus details can be found on our website at: http://jobs.itstaffing.com/st/Referrals/THECA002K/560

Cybersecurity Unemployment Rate Drops to Zero-Percent—Written by Steve Morgan, Founder & Editor-In-Chief, LinkedIN

Cybersecurity Ventures reports that there is a job for everyone with cybersecurity experience.

Earlier this year, Cybersecurity Ventures reported that there are one million cybersecurity job openings in 2016 — and that number is projected to reach 1.5 million by 2019. Some experts predict that, by 2019, the demand for cybersecurity professionals will increase to approximately 6 million globally, according to the Palo Alto Research Center.

"Anyone with cybersecurity experience can find immediate employment" says Steve Morgan, founder and CEO at Cybersecurity Ventures. "There may be a small percentage of the cyber workforce who are in between jobs, some who have resigned to pursue new opportunities, and others who are unrealistic about which positions they qualify for (and the compensation commensurate with their experience) — but there's a job available for everyone with cybersecurity experience.

A new report titled 'Hackerpocalypse: A Cybercrime Revelation' predicts that cybercrime damages will cost the world $6 trillion annually by 2021, up from $3 trillion last year… and the world will spend $1 trillion cumulatively over the next five years from 2017 to 2021 on cybersecurity products and services to combat cybercrime. Those figures suggest the cyber employment problem will get even worse before it gets better.

Cybersecurity Ventures interviewed several industry experts who corroborate the unemployment rate, and share the recruiting challenges that come with it.

Hacker View
"The field of cyber security is the least populated of any field of technology" says John McAfee, a cybersecurity luminary and founder of Future Tense Central, a privacy and security company which has developed and invested into several cutting edge technologies which protect users of mobile and web apps. "There are two job openings for every qualified applicant", adds McAfee, who is also CEO at MGT Capital Investments, Inc. (NYSE MKT: MGT), which is in the process of acquiring a diverse portfolio of cyber security technologies.

MSSP View
Robert Herjavec, founder and CEO at Herjavec Group, a leading global information security advisory firm and Managed Security Services Provider (MSSP) with offices across Canada, the United States, United Kingdom and Australia, concurs with Cybersecurity Ventures' findings. "We are one of the few industries globally experiencing zero-percent unemployment" says Herjavec. "Unfortunately the pipeline of security talent isn't where it needs to be to help curb the cybercrime epidemic. Until we can rectify the quality of education and training that our new cyber experts receive, we will continue to be outpaced by the Black Hats."

CISO View
"Why are organizations having a hard time hiring?" asks Gary Hayslip, Deputy Director, Chief Information Security Officer (CISO) for the City of San Diego, Calif., the eighth largest city in its home state. He answers, saying "Organizations at times are trying to hire a unicorn – i.e. they need three people but can only hire one so they write the job spec with a huge list of disparate skill sets that most security professionals don't have. I also believe there's a number of people coming out of school with cyber degrees and they can't get jobs because of minimal experience. Whether they like it or not they need to take those entry level positions and mature as a security professional. Just because you have a degree doesn't equate to a high paying position – you have to work for it and many times that means you take the junior positions and get experience." Hayslip, who is co-author of the book 'CISO Desk Reference: A practical guide for CISOs', makes a good point which is also relevant to IT workers who are crossing over to cyber.

Developer View
Frank Zinghini, founder and CEO at Applied Visions, Inc. (AVI), a software development company focused on creating visual software solutions to solve complex problems in cyber security and command and control systems to government and commercial customers worldwide, has been hiring programmers who are fresh out of college for more than twenty years. "Opportunities for jobs in the cyber security sector are abundant, and far outstrip the available talent to fill them" says Zinghini. "The challenge in finding one of those opportunities is that the term "cyber security" is a broad umbrella that covers many disciplines, education levels, skill sets, and aptitudes. The kind of person who is comfortable sitting in a Security Operations Center (SOC) monitoring sensors and looking for attacks in real time is different from a forensic analyst who enjoys pouring through log files in search of signs of an adversarial presence in the network. Similarly, those who enjoy attacking web apps to help the developers see if they left anything unsecured are not likely to be interested in (or capable of) analyzing the source code itself for patterns of weakness. These and many other disciplines are all within the realm of cyber security; anyone interested in a career in this area needs to understand the differences and choose a path that suits them. The industry, and the nation (U.S.), needs them to do that soon."

NO THANKS!
Employees List Reasons they turn down job offers.

Source: Staffing Industry

Low pay is the top reason applicants turn down jobs, while lack of advancement opportunities is the main reason employees leave jobs, according to a survey of businesses by Express Employment Professionals.

The top five reasons applicants turn down jobs were:
- Low pay 28%
- Lack of advancement/opportunity 27%
- Long hours 18%
- Perfect fit 15%
- Inflexible schedule 14 %.

37% of workers are always looking for a new job, study also reveals.

Cybersecurity Unemployment Rate Drops to Zero-Percent *(continued from inside)*

Headhunter View
Non-existent unemployment may be good for candidates, but not for employers. "While zero percent unemployment rates sounds optimal, it creates a lot of challenges for organizations including retention issues, salary inflation, and sub-par candidates getting jobs they are not qualified for" says an industry expert. "Companies are going to have to invest heavily in training young cybersecurity professionals who have a combination of technical, business, and soft skills as the talent gap widens."

Cyber Talent Hunt
Where is the best place for employers to find the top cybersecurity talent?
"The U.S. currently possesses the largest and most talented pool of cyber security specialists in the world" states John McAfee – in his Cyber Security Doctrine, published when he was a 2016 U.S. Presidential Candidate for the Libertarian party. "These specialists congregate multiple times each year in various locations, culminating in the annual DEF CON Conference, comprised of upwards of 50,000 specialists. These specialists compose our Hacker Community."

HR chiefs may want to take McAfee's lead and send their recruiters to the top cybersecurity conferences to network in a venue where thousands of cyber people are all under one roof. Local cyber events are another viable recruiting ground.

Jobs For Everyone
"The experts are saying there's a job for everyone, and candidates just need to be realistic" says Steve Morgan. "Recent college grads with cyber degrees and IT workers crossing over to cyber may have over-inflated views of their job prospects. Some of them might need to think about starting out at the bottom rung of the ladder as an information security analyst and then working their way up." U.S. News and World Report ranked a career in information security analysis eighth on its list of the 100 best jobs last year. They state the profession is growing at a rate of 36.5 percent through 2022.

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