



MAY 2007

## Career Transition is in “Transition”



At CPI/RW Caldwell helping people navigate change IS our business.

### Transition

The career transition industry has undergone significant change in recent months...and years. While change is not necessarily bad (after all, helping people navigate through change is our business), **we at CPI/RWCA think it can be bad when it is undertaken for the wrong reasons.** Consider the following examples of the change to which we refer.

Virtual outplacement programs are being heavily promoted by many firms. This is understandable as virtual programs do not require office space, the technology is simple, and **the counselor to candidate ratio can exceed 1:200.** For those reasons, and others, profit margins for virtual programs are better than 70%. (cont'd. on page 2)

## A Word About...

### Furloughed Friends

Over the years we have known thousands of people who have lost their jobs. In our role, we have formed opinions on how outside influences impact people in transitions. Permit us to give you some ideas on how you can help your job-seeking friends. You might not have all the answers but you can **listen**. There are bound to be adjustments and self-doubt with the tendency to keep emotions bottled up. It is a relief to vent, so be there for them. **Money** may be tight, but don't hesitate to extend an invitation for lunch or time together; do something that costs little or nothing. Be a **network buddy**. If you have promised to look out for job opportunities, keep your word. A personal introduction by you might be just the ticket to get a foot in the door at a new employer. Be **patient**. It takes some people more time than others to find a new job. **Do not be judgmental** – your friend has relatively little control over most factors affecting the duration of his or her job search (the local economy, industry, field of expertise, etc.).

### Leadership Institute

## HIRING THE RIGHT PEOPLE

The **Management Development Seminar** series continues with this interactive workshop entitled, **Interviewing Excellence** to be presented on Wednesday, June 13 from 8 AM until Noon at the career center.

**Would you rate your management teams as excellent interviewers? Are you satisfied that the best candidates have been chosen? Do your interviewers identify and evaluate candidates on key competencies? Do they incorporate situational and behavioral questions predictive of job performance?**

If you answered “no” or aren't confident about answering “yes” to any of these questions, **your organization may be at risk.** Hiring the right people is arguably the most important role of an organization; yet 90% of managers never receive formal interview training. **Interviewing Excellence** is a half-day course designed for new managers or those looking to **hone their interviewing skills.**

Topics include:

- Identifying Key Competencies
- Designing Questions Predictive of Job Performance
- Assessing Hard & Soft Skills
- Illegal Questions and Legal Issues
- Identifying/probing Candidate Strengths and Weaknesses

These are **skills to develop more effective managers** sooner; highly interactive training that people are much **more likely to learn and use.**

## Welcome Diane

Diane Denton joins the CPI/RW Caldwell team contributing as an Administrative Associate with her talents far-reaching each aspect of the talent management cycle. Every day she welcomes our candidates with her quiet enthusiasm and motivational quote of the day. A business professional over the past several years, Diane's previous experience in client relations gives her the knowledge to service our customers with the highest level of expertise and "TLC" that you have all come to expect. We welcome Diane and look to the future for a long lasting relationship with CPI/RWCA.

### **Transition** (cont'd from page 1)

Web-based training with counseling support is a necessary product for any full-service outplacement provider. It has value for individuals in remote locations; it works well for multisite projects where many employees in scattered areas need to receive a consistent message simultaneously; it is a useful take-away for group workshop participants; and it can be used effectively to reinforce office-based/in residence programs.

For all those reasons, **CPI/RWCA has an Online Career Portal that is state-of-the-art.** However, our OCP **supplements, rather than supplants,** the office space and personal interaction that remains CPI/RWCA's business model for the candidates you sponsor in our programs. Simply put, as a stand-alone program without face-to-face counselor support, virtual outplacement does not work.

Another trend is the incursion of the temporary staffing industry into the career transition business. Flush with cash, and looking for ostensibly symbiotic businesses in which to invest, the publicly traded staffing companies

have acquired the largest outplacement providers. Unfortunately, the **outplacement candidates you sponsor are the losers in this grab for new product** offerings and customer lists, where staffing remains the core business, sales focus, and principle recipient of investment dollars.

The acquired firms are a "footnote" on the multibillion-dollar staffing giants' balance sheets. Furthermore, to make their bottom lines look ever more attractive to shareholders, outplacement offices are downsized, closed, or merged into staffing offices, counseling and administrative staffs are reduced, program development is discontinued, and the above-mentioned "transition" to **virtual delivery becomes paramount because large margins** look very enticing.

Finally, no article of this type would be complete without addressing the issue of pricing. The above accurately describes how costs are driven out of the career transition delivery model. **It's easy; cut people, space, and programs,** then deliver programs from one central location with "counseling"

available by webinar, email, and phone on a fixed schedule.

CPI/RWCA has never been Western New York's low-cost provider nor will we compromise to compete at that game; **our program quality and firm reputation is simply too important to us.** Our strategy remains consistent. As we have for twenty-one years, we will continue to be office-based, provide in-house counselors to train and meet with your candidates anytime, and maintain the high-tech component for support when the assignment requires.

A few years ago, CPI/RWCA published a bi-fold brochure entitled **"We're a Little Different."** In it, we listed what we believe are the differentiators offered by CPI/RWCA. If you are interested, you can read it on our web site at [www.rwcaldwell.com](http://www.rwcaldwell.com). Click on "Articles," then on the link at the bottom of the page. Your feedback or questions on any of this will be answered. Contact Bob Caldwell 716-631-2994 or 877-297-0468 or [rwc@rwcaldwell.com](mailto:rwc@rwcaldwell.com).

## JOIN US FOR THESE UPCOMING EVENTS

**Wednesday, May 9 or Friday, May 11, 7:30 a.m.** Semimonthly **HR Roundtable** discussion group. Presentation by Shawna Dossier of BWI Family Wellness Center. Interested in joining? Call Mark 632.7662.

### LEADERSHIP INSTITUTE SCHEDULE

**Friday, April 20 thru June 29, 8:00 a.m.** **Excellence In Leadership** class session for the Spring Semester. Mark your calendar as classes will resume with the Fall Semester starting **August 31**.

**Wednesday, June 13, 8:00 a.m. – 12:00** Management Development Seminar Series Learn effective, proven interview skills through classes designed to help you **Hire The Right People** at the Leadership Institute.



*Be professional in all situations and you will continue to attract the best talent.*

*The amount of professionalism that your company exhibits in the hiring process is quickly shared among our candidates and almost as quickly with their personal and professional contacts.*

## Do What's Right Protect Your Reputation

It can take years to build and yet can crumble in the blink of an eye. Most companies are extremely diligent in maintaining standards when dealing with their employees, customers, or vendors and public relations works hard to establish a proper image in the community.

### Is this enough? No!

In the career services/transition industry, we work every day with talented people in Western New York that are interfacing with your organizations. The amount of professionalism that your company exhibits in the hiring process is quickly shared among our candidates and almost as quickly with their personal and professional contacts.

### Recently, we have seen an increase in certain complaints that might tarnish a firms' reputation.

#### Concern # 1: not returning calls or e-mails.

This is probably the most prevalent and frustrating to a job seeker. Our candidates understand that their level of urgency in finding a job is often at a different level than that of the company has in filling the position. However, companies put themselves and their reputation at risk when they ignore repeated contacts or fail to follow through on their commitments. For a candidate, the waiting is the hardest part, and the professionalism of an organization is represented by their returning calls.

#### Concern #2: mailing a "form letter" rejection to a finalist.

We recently had a mid-level manager go through two rounds of interviews at a local company including a nearly three-hour second interview. He received positive feedback at both interviews only to receive a "form letter" rejection a few days later. Progressive organizations should, at a minimum, personalize a rejection letter to a finalist at that level (a phone call would be preferable). This affected the perception of this candidate and several others in our facility about this particular company.

Protect your **company's reputation by using professionalism** in all interactions and you will continue to attract the best talent.

#### Investing in Development

The Bank of Montreal has an Institute for Learning, an education complex in suburban Scarborough, Ontario. Employees receive about six and a half days of training a year--a figure that has tripled since the institute opened in 1993. Over the past 10 years, BMO has invested more than \$500 million (CDN) in employee training and development. That's not to mention the \$50 million (CDN) construction of the institute.

Source: *Workforce Management*,  
<http://www.workforce.com/section/11/feature/24/19/94/index.html>



## Talent Management Cycle

Attract · Retain · Develop · Transition

### Staff and Associates

**Robert W. Caldwell, Jr.**  
CEO

**Dorothy A. Austin**  
Operations

**Laurel Brown**  
Southern Tier Coordination

**Diane Denton**  
Administrative

**John H. Leamer**  
Counseling Services

**Todd A. Nicholas**  
Counseling Services

**Colleen Robinson**  
Finance

**Mark R. Weigel**  
Sales & Client Relations

### Strategic Partners

**Ross Blake**  
Retention Associates

**Rosanne Dee**  
RT Dee and Associates

**Lori Miller**  
Developing Professionals

**Sharon Randaccio**  
Performance Partners

**Judi Spear**  
The Spear Group

**Alan Weinstein**  
Alan Weinstein & Associates



330 Harris Hill Road  
Williamsville, NY 14221  
www.rwcaldwell.com  
716.632.7662

## RESUME BANK

**Looking for employees?** Visit [www.rwcaldwell.com](http://www.rwcaldwell.com) and click on resume bank. Using our search feature, you will be able to identify individuals quickly by function, salary range and/or keywords. After reviewing the summary of candidates, you are able to download the complete resume *immediately*. Resumes are updated daily, and newly added candidates are flagged for two weeks. For added value, we have a direct link from the RWCA Resume Bank to the global CPI resume database, enabling you to expand your search worldwide.

**Have a position you want to advertise?** Click Post-A-Job, linking you to a form asking for detailed information about the position. If you need further information or direction, contact Diane at 716.632.7662 or 877.297.0468. We have a direct link from the RWCA resume bank to the global CPI resume database, enabling you to expand your search worldwide.

**Have a position you want to advertise?** Click Post-A-Job, linking you to a form asking for detailed information about the position. If you need further information or direction, contact Diane 632.7662.

## CLIENT'S CORNER

### Testimonial Career Transition Program

#### Employee's job was moved to Boston

"It's been quite a while since I sat in your office and we finalized my resume. Well, it did the trick. I accepted an offer this morning. I just wanted to thank RW Caldwell for all of their help. I'm so glad my company sent us your way. You were exactly what we needed. I'm sure I'll be using and lending all the lessons you taught us and that wonderful book you gave us for years to come."

#### Former employee to HR Manager

"I would highly recommend that you take the opportunity to encourage any of your employees who recently have been let go, to take full advantage of this program. This seminar is very enlightening and beneficial to those who are once again entering the work place.

Todd Nicholas is a very skilled and highly motivated instructor, who has the ability to energize you, to realize the potential you have to offer a prospective employer. This seminar may be just what we need."

### Testimonial Leadership Institute Training

#### Student of Management Development Seminar

"I just wanted to thank you for the class today. It was very helpful. When I got back to the office I talked about it for 45 minutes with the other employees."

## Job Search Seminar for College Students

CPI/RWCA is once again offering a value-added, no-cost service for our clients and friends. If you, or others in your organization, have a college junior or senior who needs job search skills training, they are invited to a seminar we're providing on **June 6 from 1:00 to 4:30 PM**. Topics covered will include writing a resume that gets attention, job search techniques and strategies, how to deal with corporate recruiters, and effective interviewing techniques. Please **RSVP** to Diane, 716-632-7662 or [dmd@rwcaldwell.com](mailto:dmd@rwcaldwell.com). If unable to attend seminar we will try to make other arrangements.