

SURVEY

RECRUITMENT

Cause For Optimism

The recession has sorted out the wheat from the chaff among recruitment agencies. Those left standing view the future with much more optimism than a year ago, reports **DOUG CASEY**

It's a paradox of the jobs market that even as unemployment has surged through 2010, specialist recruitment agencies have enjoyed a rebound from 2009. In some sectors of the economy, employers are recruiting and finding it difficult to secure the hires they want, partly because candidates are reluctant to move jobs. **Paul McClatchie** of Careers Register, part of CPL plc, says: "Our business has been stronger since this time last year and it has become apparent that many of the multinationals cut too deep in terms of the numbers of redundancies made. The huge loss of confidence last year was worrying but a year on we are seeing many sectors requiring specific skills that are in shortage.

"These roles are often at a slightly more senior level and are vital for the ongoing success of a company. Some firms are starting to slowly lift their promotion freezes, which will in turn make way for more junior positions. As many firms heavily

culled staff in 2008 and 2009, they now need to increase head count as it is starting to impact on business operations."

Even with this lift, overall business is way down on a few years ago and recruiters have to work harder. McClatchie adds: "New business

development has been to the fore. A number of the team have become very proactive networkers with the SME sector while others have aligned with professional bodies to offer a number of additional services, some free of charge, with a view to assisting job seekers and ensure they have the best possible chance of being successful. We are fully aware that for a firm to use our service, we have to offer a real solution to their problem."

Tom Keane, managing director of Dalriada Executive Search & Selection, says his firm has seen a steady increase in activity among existing clients and has attracted a number of new clients this year. "Our key focus has been to remain close to our clients and to continue to serve them in whatever capacity needed," says Keane. "Market intelligence and discreet access to quality candidates will always be in demand. Our key people have remained with the business, adjusted for the downturn and are now focussed on delivering to our clients in a very competitive marketplace."

Labour Market Trends

	2008	2009	2010
Agriculture	115,000	97,000	85,000
Industry	287,000	258,000	240,000
Construction	241,000	155,000	125,000
Retail, wholesale	307,000	278,000	269,000
Transport, warehouse	93,000	95,000	90,000
Accommodation, food services	125,000	120,000	120,000
ICT	71,000	74,000	74,000
Financial, real estate	105,000	109,000	103,000
Professional, scientific and technical	117,000	103,000	101,000
Administrative, support services	74,000	67,000	61,000
Civil service	103,000	106,000	108,000
Education	146,000	150,000	150,000
Health, social work	221,000	228,000	235,000
Other	105,000	99,000	98,000

Source: CSO/Quarterly National Household Survey Q2

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Within the IT sector the downsizing has stabilised, according to **Peter Kirby**, sales manager at Eolas Recruitment, which specialises in IT recruitment. "However any growth is limited to the software development and multinational firms who set up in Ireland for the highly skilled IT workforce," says Kirby. "Regardless of market circumstance, serious companies have to maintain their IT infrastructure. Of course we have had to adapt but in any business you are always adapting as nothing stays the same forever. Recessions have a history in bringing out the best in people and hopefully our sector will emerge from this with some good lessons."

Kirby's optimism about the IT sector is echoed by **Niall Kelly**. "We have over 40 of the main recruitment agencies advertising on both SalesJobs.ie and ComputerJobs.ie and we can see from their activity on that there is a lot more positive news happening for them

compared to the last 18 months."

At Deloitte Executive Search, **Mark O'Donnell** notes that while the recruitment market continues to be "challenging", over the past six months the firm has seen an increase in the number of clients conducting searches. "Some of our clients have gone down the contractor and interim route, so they can check out potential permanent employees," says O'Donnell. "They bring people in to manage a particular piece of work or an assignment and then review the performance after the initial arrangement is fulfilled. I believe this works in favour of both the business and the candidate."

At CPL Resources, **Rob Daly** says the group has seen a general increase in the demand for flexible and temporary workers. "This is usually an employee's choice as they want the flexibility of working two or three days a week or working certain hours," says Daly. "There

are a lot of benefits for the employer or employee to flexible working arrangements and if we want to maintain our competitiveness we need to encourage and support these lifestyle choices."

CareerWise specialises in management, technical and commercial professional recruitment, primarily for multinationals. According to director **Ken Murphy**: "Most of our clients are recruiting and year-to-date business is up over 40% from 2009. There are skills shortages in some key technical areas, and Cork and Dublin are ahead of the rest of the market in terms of growth. Last year was a very challenging trading year for our firm and cost base adjustments to overhead and salaries were paramount to survival. Rates are tight so all consultants must work much harder to generate the same income levels."

Fergal Brosnan, managing director of Berkley Group, believes that "high street

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recruiters” are suffering while “quality service providers” are doing much better. “Businesses are now looking internationally for growth and in recruitment terms the demand is for EMEA-market experienced recruiters like Berkley to deliver key personnel to allow them get to these markets. All our export-focused clients are the ones in hiring mode and the growth of international businesses is what will drive jobs growth in Ireland.”

Brosnan adds: “Right now the recruitment market, while down from the Celtic Tiger peak, is a normal market, with serious demand in certain areas of skill shortages. We continue to hire people for our own teams and expect our staff levels by year-end to have grown by 50% in Ireland and doubled in Asia.”

Most of Harvey Nash’s clients are now recruiting, according to director **Sonya Curley**. “The technology sector has

Ireland's Labour Market

	Labour Force	In Employment	Unemployed
Apr-Jun 2010	2,150,000	1,860,000	294,000
Apr-Jun 2009	2,200,000	1,940,000	265,000
Apr-Jun 2008	2,240,000	2,110,000	127,000

Source: CSO/Quarterly National Household Survey

improved considerably. Most of the restructuring and downsizing has been completed and companies now have a clearer vision of their position. Last year we restructured our teams and got the right people in the right seats. We benefited from long-standing relationships with our client base and further developed relationships with these key clients for sustainability. We are very positive about future growth and have plans to grow our team by 25% in the next quarter.”

Colm Buckley, managing director of The People Group, says the recruitment sector has gone through a boom and bust phase over the past number of years. He

adds: “Good brands that provide a consistent level of service have survived. We live in a village and if you don’t walk the talk then you’ve had it. Specialist established brands in the recruitment sector with experienced teams who provide solutions and a partnership approach to their clients are the future for the recruitment sector in Ireland.”

Shay Dalton of Lincoln Search & Selection says that the firm’s strong relationships with clients and candidates has sustained the firm in the current market. He adds: “However, every assignment is different and we are always aware of the specific requirements of a client and their industry. I think it what has happened over the past 18 months is that by and large only ‘career recruiters’ have remained in the market and this has and will continue to have a positive and more professional impact on the industry.”



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Expert Views

Leading recruiters share their insight on the segments of the jobs market showing most activity and on the factors which influence people to switch jobs

Fergal Brosnan

Berkley Group

According to the CSO, there are 6% more people working in IT this year than in 2009. The higher end jobs in R&D and supporting positions in IT and pharmaceutical life science have held up extremely well, though the Pfizer/Wyeth and Merck/Schering Plough mergers have and will continue to hit the market. In the life science area, senior manufacturing engineers continue to be sought after. Within the sales and marketing space, activity has increased, especially in export-led companies. Specific technologies in demand are people with skills in SharePoint and .Net. As a result of the 2002 dot com bust, the number of people



studying IT in college fell dramatically, and now specific skills with the four to five years experience are at a premium.

Career progression is still the most important motivating factor for people to move jobs. The job seeker is looking for long-term career progression in a stable company and is more likely to look into financial performance and company background than in previous years. The labour supply has stabilised after much restructuring at the low level and middle management functions. Organisations are now faced with multiple applications for certain advertised roles skill but proactive searches are still required for specialist skills.

Colm Buckley

The People Group

We have seen a steady increase in client companies seeking sales and marketing talent during 2010. Global players are definitely resourcing up but there are also positive indications of hiring intentions

coming from many indigenous companies too.

The FMCG and drinks industry has been quite buoyant for us this year and we have also been concentrating on the ICT and general business-to-business sectors.



There is inertia among many good candidates to move to new opportunities for fear of being last in and first out. The employment climate very much parallels consumer confidence and many people have put their career aspirations on hold until there is a definite sign of economic recovery. The good news is that candidates having to deal with redundancy may also find that there is not as much competition for the job as they might have thought.

The key priority for candidates is working for market-leading brands with a

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strong leadership team, well-capitalised companies with a vision that have firm growth plans for the future. Culture and fit are back with a bang from candidate and client perspectives. Financial reward is well down the priority list for candidates but good companies are increasing bonus potential in many instances.

Josh Linton

Archer Specialist Recruitment

Leading Irish-based export-focused companies are actively competing to invest in superior IT, finance and international business talent. It remains an employer's market - companies need new employees to be exact fits, able to slot seamlessly into demanding roles and deliver immediate impact.



There is a scarcity of applicants for many specialist roles. As CIPD's 2010 Annual Survey concludes, rising competition for high-calibre skills means the pool of available talent is shrinking sharply. Increasing demand for a scarce resource is resulting in upward pressure on

specialist salaries. In many sectors, particularly in IT, rates have actually improved on 2007 levels.

Despite these rises, the cost of employing top professional talent in Ireland compares favourably to the equivalent cost in other international markets. If anything, the impact of high income tax on net salaries is increasing the challenges of keeping and attracting top talent here. For candidates looking to contend for top jobs, they should network diligently, sharpen their communication and presentation skills and add analytical skills to their repertoire.

Ken Murphy

CareerWise Recruitment

Our key areas of activity currently are software development and project management, manufacturing and design engineering, quality and supply chain management. The construction and engineering project management areas have been decimated and there is no visible pick up on the horizon. Financial



services has been badly hit and banking continues to slow, but there are some signs of a pick-up in Dublin.

We continue to find it difficult to source design engineers, software developers and quality professionals for the life sciences area. Candidates are still slow to make a move from existing roles due to uncertainty in the markets. Moves are often prompted by a search for a more secure environment or career progression. We have seen a significant change in terms of package expectations from candidates. At a management level, we have seen people willing to take up to 30% cuts to get back into the market.

Mark O'Donnell

Deloitte Executive Search

There seems to be two different economies at the moment. The first one is the large corporate, plc and multinational market, where there is quite a bit of recruitment going on. However in the second economy - small to mid-size companies - there is next to no recruitment happening.



Agencies Voice Concern Over EU Directive

Looming large over recruitment agencies is the EU Directive on temporary agency work. The directive, which has not yet been implemented in Ireland, will give temporary agency workers equal treatment to employees in the firm where they are placed and the National Recruitment Federation is calling for a balanced review of the way the directive will be implemented.

According to NRF president Frank Collins: "The new legislation will have a significant impact on the way that temporary and contract work is provided and managed. The challenge will be to ensure that this impact is manageable for user enterprises and agencies and that the overall viability of Ireland's temporary and

contract work model is not jeopardised.

"Employment agencies must keep both clients and agency workers happy in order to stay in business. For this reason we have always been the honest broker in the middle. To treat one side more favourably than the other would mean long-term suicide for an agency," added Collins.

Temporary workers receive a pay rate which reflects the market rate for the job, experience, availability and adaptability in the assignment. At the higher end, this results in pay rates which are above the basic hourly wage of similar workers engaged directly. But in some cases agency workers are paid less than permanent staff.

The main cost implications for agencies and companies hiring temporary workers will be the practicalities of establishing and administering equal treatment provisions. Recruitment agencies will need to inform themselves of the pay scales in the prospective employer to

ensure that the temporary worker is receiving the same pay as permanent employees. Employers will have to review their current pay scales to see if entry rates are suitable for temporary workers, as well as assessing benefits given to permanent staff to see if they are included in the definition of pay.

The NRF believes that many issues surrounding the directive need to be clarified. It wants the scope of equal treatment to be limited to basic salary and other basic statutory rights, and the federation is calling for liability for breaches of the directive to rest with the employer as well as the agency. Collins added: "The provision of the directive should be limited to individual workers and measures to limit the increase in employment tribunals must be promoted. In addition, the regulations must support legitimate means of derogating from the principle of equal treatment."

Risk, compliance and audit professionals at senior levels are always difficult areas to source good, seasoned professionals. There is demand too for commercially focused senior finance people who offer more than just number crunching and consolidation. In the main, candidates are prepared to accept lower salaries. Some still hold out for the salary of yesteryear but most candidates have become more realistic in their expectations.

Paul McClatchie

Careers Register

Many of our clients within the financial services sector are recruiting. Some have significantly increased head count across permanent and temporary hires since the start of 2010 with plans to grow further in 2011. The key trend that we have seen across the financial and legal arena is that multinational organisations are in recruitment mode, more often than not for specialist roles. However the Irish



SME arena is very quiet, unless they are exporters.

In financial services, we have noted demand in the funds sector, credit risk, special assets management, collections and arrears management and credit and quantitative analysis. Within industry accounting, our busier clients have been US multinationals recruiting qualified accountants with language skills. On the legal side, qualified solicitors with experience of banking, funds and insurance will be in high demand for the foreseeable future.

The demand for graduates across all sectors has been slow. Our clients are very focussed on candidates who can hit the ground running. However, since June that there have been some interesting graduate projects commencing. Candidates at this level need to really produce the goods in an interview and have researched their prospective employer extremely well, while articulating how quickly they can add value.

Some of the top talent appear to be looking for new challenges. The opportunity for promotion and further development is vital for an ambitious candidate. They seek proactive organisations who can communicate how they see the current market as an opportunity to grow and gain market share. The willingness of an employer to pay a bonus to employees who go above

and beyond is also attractive for top candidates.

Candidates are more flexible on salary terms if they have been out of work. However as the market shows signs of improvement, candidates are becoming less flexible on their base salaries. People with hard-to-find skills are the ones seeking significant increases in salaries of 10-15%.

Peter Kirby

Eolas Recruitment

We specialise in IT recruitment and in general the IT job market was the least hit by the downturn. The roles seeing most activity are within the software development, programming and software engineering arena.



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C++ programming roles to fill and only clients who are flexible with regard to salaries and rates are successful in filling these roles. For every good candidate on the market with these skills, there are at least ten suitable roles available. The least amount of activity is in the area of general network administration, network and technical support, and manual and UAT testing. The business analysis and project management categories were also hit hard by the downturn though we are beginning to see an increase in activity in these areas.

Job security has reappeared as an important factor but in general people move job for better working conditions and salary. If an employer is genuinely struggling and looking for cuts, then candidates have a tendency to accept these changes in order to enhance their job security. However, within our sector pay rates are starting to creep up in most areas due to shortage of good candidates.

Rob Daly
CPL Resources

CPL has seen gradual but noticeable improvements in companies recruiting across the specialist areas. Some companies may have cut too deeply on

staff reductions and now need to hire again. Other companies that we work with are experiencing growth and are seeing an opportunity to acquire top talent. There is confidence returning to the



technology sector with a good demand for software engineers and candidates with expertise in various software applications. There is also significant demand for technical support and sales staff with language skills and for experienced technical sales and business development candidates who have a track record of selling software or services in the EMEA market. Other buoyant sectors are specific roles in science and healthcare and any area where a deep specialism is required. Employers are still finding it difficult to find highly skilled online marketing specialists, technical sales and business development candidates.

Candidates who are considering leaving their current job need to examine the reasons motivating them to leave. If it's just about money, they should resolve that

issue with their employer before looking for a new job. There has been an increase in the current employer making a counter offers when staff are on the point of leaving. This can affect candidate reputations as a lot of hiring clients expect the candidates to have resolved the pay issue before embarking on a new job search.

If an employer is looking to offer less to manage their cost base, then they have got to promote the opportunity to the candidate. They have got to show that there is a genuine career advancement opportunity. is available to the individual. On perks, companies are being inventive by supplying free or discounted food, canteen and coffee services. They are also offering free gym membership and creche facilities. This can save an individual nearly €5,000 a year in net salary terms.

Tom Keane
Dalriada Executive Search & Selection

Many of our clients are starting to make hiring decisions which were shelved last year. Across a number of disciplines we have seen increased activity within financial services, ICT, professional services and energy. Employers are

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What do you recommend to people who want to acquire new skills to make themselves more employable?

Shay Dalton: The first step would be to see if their skills are applicable in other areas e.g. many corporate finance professionals are using their skills within restructuring. I feel that a complete refocus or career change may not always be the way to go.

John McCullough: Language is a skill that we are being asked for more and more particularly now as there are more startups and focus on an export market.

Fergal Brosnan: I would examine the potential of a new skill in the vertical that you trained in originally. For example, an unemployed solicitor might look at studying a totally different

vertical such as an IT or science-related discipline. This can then lead to work in the intellectual property arena.

Mark O'Donnell: Languages are hugely advantageous and there are now more companies in Ireland here doing business globally. Compliance and audit skills will always be in high demand.

Paul McClatchie: Language skills are always in high demand particularly fluent German speakers. There are skills shortages too in credit modelling, advanced level Excel skills and accountants with IFRS training.

Rob Daly: People looking to re-skill they should definitely look at acquiring new skills in technology or learning a

European language. IT re-skilling is not a quick fix as most of the roles in demand require people to have degrees in computer science.

Ken Murphy: The minimum criterion for many roles is degree level education and more and more employers look for relevant post-graduate training in such areas as project management, lean manufacturing and IT technical areas.

Niall Kelly: I am amazed that so few people don't ever consider sales as a professional career and one that can be learnt. Language skills are important too. IT sales people who speak Dutch are in huge demand and impossible to find.

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finding it difficult to source the talent they want in specialist areas such as risk/compliance, digital or any of the standard functions as many candidates assess the opportunity versus the perceived safety of their current role.



industry sectors. Candidates have accepted the situation over the past two years in terms of some ease in base salaries, deferral of bonuses or even adjusted working hours in some cases.

Sonya Curley

Harvey Nash

Harvey Nash is an IT recruitment specialist and most of our clients are now recruiting. Most of the recruitment activity is in development roles, particularly .Net and Java, and there is also demand for candidates with Business



Intelligence expertise. Infrastructure activity has also picked up, and the skills in demand include VMware, virtualisation and Citrix. However there is less activity in helpdesk and support roles, as well as QA and testing. Many employers are finding it difficult to source good software developers, due to the lack of software graduates in 2004/2005.

A feature of the downturn has been salary freezes and pay cuts. Candidates are now aware of a stronger technology market and are moving jobs for an improvement in their remuneration. The candidates most likely to move are people employed by companies lacking in good staff communications. Job security and uncertainty weighed heavily on many candidates during the downturn. As a result, candidates are more careful in their approach to their next role and want to know about the financial stability of their prospective employer.

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Shay Dalton

Lincoln Search & Selection

Within the financial and accountancy markets, there has been a slow but constant increase in activity throughout 2010. The majority of clients who



needed to make cuts have done so and they are now in more of a rebuilding phase, with several of them recruiting. Recently there has been increased demand in restructuring, fund accounting, regulatory accounting, audit and tax. The appetite for investment is quite low at present and the knock-on effect can be seen in the areas of private wealth, relationship

management and stockbroking.

Candidates are very cautious about moving. Despite a weaker market, this has made it difficult to find key talent, particularly mid to senior people. People have tuned into the fact that the market is paying 10-20% less than two years ago. Candidates within the accountancy and finance markets tend to move for the right experience and choose a company profile that can provide this. This remains the case.

John McCullough

KPMG Executive Search & Selection

Although clients remain cautious, recruitment at a senior level has remained consistent over the past six months. The most recruitment activity has been in online media, technology, telecom, SMEs and startups, particularly in relation to general managers (startups), all levels of finance and business development in particular. The

least recruitment is in the construction and light manufacturing sectors. The government need to continue to invest in all sectors of the economy, including construction and manufacturing.



It is difficult to find talent in financial services. Although there are lots of good candidates, it can be difficult to find the right regulatory experience. Candidates who are headhunted remain interested in roles that provide a good opportunity with clear career progression. Money is no longer an incentive; if the opportunity is right, they will move for a similar package. Candidates looking for an interim role or to get back on the market will look at a lower salary.

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What are your key tips for unemployed candidates looking to secure a job interview and then make a positive impression at the interview?

John McCullough (KPMG Executive Search & Selection): Make sure your CV is well laid out and clear. Always ask for a job specification and focus on the key skills required for the role. Do your research on the company and industry sector prior to interview. Fail to prepare and be prepared to fail. Sell yourself.

Colm Buckley (The People Group): Companies are seeking not only the right levels of skills and experience but also the right attitude and fit from prospective employees. Positive people who can reinvigorate the work environment are key to the right hiring decision. Candidates need to instil confidence and strong self-belief throughout the interview process.

The CV is your business card and its main purpose is to get you to the interview table. So create a CV relevant to the role you are applying for, which shows your skills and experiences in the most positive light. Be prepared for a competency style interview and know your skills. Be interested, be curious, actively listen, be energised, create an impression! Be prepared to discuss your past experiences, be insufferably positive and show that you've researched the client company thoroughly. Demonstrate what you can do to enhance their business.

Aside from CV and interview preparation, unemployed candidates need to turn the process of looking for a job into

a job. Use your own network to let people know that you are in the market. Utilise social networks thoroughly. Meet with two to three reputable recruitment consultancies and demonstrate that you are a top calibre candidate who will perform well at interview if given the opportunity.

Fergal Brosnan (Berkley Group): Carefully select a recruitment partner to represent you. If you are not playing the field and adopting a scattergun approach, a good consultant will succeed in securing you an interview. Be truthful on your CV, as recruiters and employers will background check you through their own network. If it differs from what you have on paper, it could be a quick turn off.

Companies interview because they can see you have it on paper and they want to see if you can back it up in person. The difference between success can be the grey areas you exaggerate, and ultimately cannot back up. Most people talk themselves out of a job, as the CV wins the interview and the confidence of the employer is chipped away by the answers. Be realistic in expectations. Go in with the view of doing the job you are interviewing for, not the next job in the career path. At the interview, if it seems you are looking to move to the next level from the available position, it can make an employer feel you are not focused on the job that they need you for.

Ken Murphy (CareerWise Recruitment): The key item in the job application process is to have clear, crisp curriculum vitae that highlights the value that you can offer an employer. Your CV needs to stand out from the crowd and be tailored to the specific role or sector that you are interested in. At the interview, candidates need to demonstrate the key selling points that they offer and to ensure that their preparation is clinical in terms of understanding of the role and the company.

Mark O'Donnell (Deloitte Executive Search): Always do as much homework as possible on potential employers to ensure you can demonstrate a sound understanding of their business. Ensure that you can justify being in the interview for a reason other than "it's just to get a job".

Paul McClatchie (Careers Register): Ensure that you apply to jobs that are applicable to your skills set and that your CV looks professional and is tailored to suit your audience. A CV should give an outline of responsibilities but even more focus on achievements. It's important to get professional guidelines on how to structure your CV. Register with two or three agencies and ensure you keep in regular contact with them. Keep an open mind in relation to temp and contract work as this can often lead to permanent opportunities, and be flexible and realistic when it comes

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to salary expectations. As the market is very competitive, interview preparation with your recruiter is important.

Peter Kirby (Eolas Recruitment):

Persistence can pay off but there is a fine line between persistence and harassment. So there's no need to call every day. It's also important to brush up on interview technique, assertiveness and general appearance. There seems to be a lacklustre approach to interviews these days and it really doesn't matter what your CV states if you can't sell yourself to the client.

Rob Daly (CPL Resources): There are a number of questions people need to ask themselves before applying for a job, namely what are your specific skills, why should an employer hire you, what are your unique selling points and what can you bring to an organisation? Understand what the job spec is looking for and aim to address the employer or agency's request. Tell them about your specific skills or experience that match their needs.

To make a positive impression at interview, it's important to dress professionally; research the company thoroughly; understand the job spec and what the company is going to be looking for; practice how you answer interview

questions; understand your own CV and be articulate about the career choices you have made; actively listen to the questions the employer asks and aim to answer them succinctly; and be positive and enthusiastic and be able to demonstrate how you have learned from previous experiences.



Niall Kelly, SalesJobs.ie

Niall Kelly (SalesJobs.ie): For sales people, don't just send in the CV and then sit back complaining that no one has rung you back. You're supposed to be in sales so chase your decision maker with a few phone calls or emails without being over the top. Once you have the interview, make

sure you do all the basics right. Dress like you're going to a wedding, be 110% honest in your answers, bring a copy of your CV, research the company inside out and have two or three questions of your own that aren't about salary. The goal is to get a job offer. You can decide afterwards if you actually want the job or not.

Sonya Curley (Havey Nash): These days job seekers need patience. They should dedicate time every day to researching the jobs websites and listing for roles in their area. A very professional, well laid-out CV is important and a good summary always stands out. As important as the CV is a well-written letter highlighting the candidate's key strengths in relation to the role being applied for.

Tom Keane (Dalriada Executive Search & Selection): Why should an employer meet with you or choose you over someone else? Attitude is a major factor as in many cases the employer is really looking for someone who they can trust to give 100% in order to lift performance and return to a level of stability and growth. Focus on yourself and your abilities and be prepared to articulate your key strengths as they are applicable to a specific opportunity.



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Contact Sonya Curley:
sonya.curley@harveynash.ie
+353 (0)1 674 1400
www.harveynash.ie