



H U N T E R
— HUMAN CAPITAL —

Providers of
Professional Headhunting
Services to



SightCare

“Although more expensive than standard advertising, the difference in quality of the applicants was absolutely amazing!”

Sue Gold, Owner, Scotts Opticians

“Having never made use of headhunting services before, I would now only ever go down this route in future.”

John Biddle, John Biddle Opticians

“We are convinced you must be miracle workers to be able to fill our seemingly impossible-to-fill vacancies.”

Catherine Hughes, Personnel Manager, Black & Lizars

“I felt our practice was far too small to use the services of headhunters. How wrong could I be?”

Mrs. D. Enderby, Enderbys of Boston (Sight Care member)



Introduction from Sight Care Group

People are business. Finding and retaining the right calibre of professional staff is fundamental to the success of businesses large and small.

The traditional hit and miss methods of attempting to employ key staff using recruitment agencies or advertising are over.

As a business support group, Sight Care works closely with HHC and their Executive team, offering our members across the UK a truly professional headhunting service.

We have received a number of testimonials from members praising the company for its professionalism and importantly the results they have achieved.

When the need arises I would encourage you to put Hunter Human Capital to the test.

By establishing a relationship with Hunter Human Capital you can be assured of a highly professional and targeted service that will allow you to build that sometimes elusive team.

Their services are not cheap, nor should they be. You will pay a fair price for highly professional services with performance caveats.

Paul Surridge
Chief Executive, Sight Care Group



Introduction from Hunter Human Capital

If you want the best practice, you need to hire the best people.

Hunter Human Capital specialises in recruiting Optometrists, Dispensing Opticians and management-level staff for retail opticians throughout the UK. We are the market-leading provider of professional headhunting services in the sector.

Headhunting is a sophisticated and highly professional recruiting method that enables our clients to recruit significantly higher-calibre candidates than it's possible to consistently recruit through either advertisements or recruitment agencies. We're not in the business of just 'filling vacancies' – we help our clients build successful businesses through the acquisition of high-calibre professionally-qualified and management-level staff.

We're also often able to fill 'problem' vacancies in areas of the country where there's a shortage of good people and both advertisements and recruitment agencies have failed to solve a hiring problem.

We specialise in recruiting for independent firms, so there is a high level of synergy between our capabilities and the recruitment needs of Sight Care Group practices. We have been working closely with Sight Care Group since 2008 and in that time have helped practice-owners all over the UK to find and recruit top-quality Optometrists, Dispensing Opticians and Practice Managers.

Not only are our fee rates significantly lower than professional headhunting firms operating in other sectors (18% versus the more usual 25-35%), we also work on a 'no result, no



fee' basis, which means that if we don't find and hire you exactly what you're looking for, you pay us absolutely nothing. If we deliver, we get paid; if we don't, we don't. There is no tie-in or upfront financial consideration whatsoever.

Within the pages of this brochure you'll see a few abbreviated testimonials from clients that have used our headhunting services. Full versions of these can be found on our website. Despite what some of the testimonials say, we aren't actually "miracle-workers". However, we believe we're the best at what we do and we guarantee 100% dedication and professionalism on every recruitment project that we undertake.

We're happy to talk with anyone who isn't totally familiar with headhunting on a no-obligation basis, answer any questions you may have and provide advice about whether headhunting is appropriate to your recruitment needs.

Please call 01423 874696 and ask for David Colley, Client Services Manager or myself. We're very happy to arrange a time to speak with you outside normal working hours if that's more convenient for you. Alternatively please email us on sightcare@hhcuk.com or visit our website at www.hhcuk.com

We look forward to speaking with you and would welcome an opportunity to be of service.

Paul Ashall
Director, Hunter Human Capital

“In the end, we had a very difficult decision to choose which of our shortlist to select, as they were all so good.”

Lisa & Andrew Morgan, Morgan White Optometrists

“I have been delighted both with the success they have achieved in filling vacancies and with the quality of staff we have been able to appoint.”

Dawn E C Roberts, Clinical Director, Healthcall Optical Services

“We would very much recommend the Hunter Human Capital style of headhunting as a stress free way to recruit good quality staff.”

Sally Spicer, David Spicer Optometrists (Sight Care member)

“We would certainly look no further when recruiting in the future than to Human Hunter Capital.”

Heather McArdle, Practice Manager, Stirling Optical

Our Credentials

Hunter Human Capital was established in 2003 and is now the market-leading provider of professional headhunting services to retail opticians in the UK.

We are members of the Recruitment and Employment Confederation and the Association of Executive Recruiters. As such, we adhere to a code of professional ethics with an emphasis on honesty and integrity and handle our relationships with clients and candidates with great care. We place quality at the centre of everything we do, pursue a relentless dedication to producing exceptional work and seek to provide a truly world class recruiting service.

We have worked extremely hard to build a reputation for delivering outstanding results. We don't believe there's another recruiter operating in the UK optical sector that can provide testimonials from named clients such as the ones you'll find on our website at www.hhcuk.com.

Such is our confidence in our ability to deliver results that we are unique amongst professional headhunting firms in providing our services on a 'no result, no fee' basis.



Association of
Executive
Recruiters
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The Principles of Professional Headhunting

We work on the fundamental understanding that when it comes to recruiting a new staff member (and particularly a *key* staff member such as an Optometrist, Dispensing Optician or Manager), an employer should be trying to achieve 3 specific goals:

a) Accurate 'skills-fit' (high level of production capability):

Achieving an accurate skills-fit means finding someone who possesses the necessary skills and 'competencies' to do a great job. The more 'competent' someone is and the more accurate the skills-fit, the more likely it is that a new employee will be able to not just 'perform' the role but also to help the business achieve specific objectives, such as improving customer service, increasing business conversion rates and dispense values or improving an underperforming practice team.

b) Accurate 'motivational-fit':

Achieving accurate motivational-fit means making sure that the expectations of the candidate (what the candidate wants from a job) are aligned with what the job can actually offer. Motivational-fit translates into a *desire* to do the job and a motivation to produce results. Regardless of ability, if someone doesn't have a genuine *desire* to do a job, they will never do it particularly well. Indeed, if the correct motivational fit doesn't exist, an employee is likely to spend a fair proportion of their time seeking ways to *avoid* doing a job.

Motivational-fit is also the single most critical determinant of longevity in a role i.e. if someone is motivated by a job they're likely to want to keep doing it. Longevity has an impact on 2 levels:

(i) The longer someone stays in a role, the lower your staff turnover and training costs will be.

(ii) Longevity is also closely linked to production capability; as an incumbent learns more about the workings of a business and forges stronger relationships with both customers and other key stake-holders in the business, their production capability tends to increase.

c) Accurate 'cultural-fit':

An accurate cultural-fit is a close degree of alignment between the values, beliefs, attitudes, and behaviours of the candidate and those of the group of people they will be working with. This is what enables people to work well together and increases the likelihood of harmony within the business and within the team. Achieving an accurate cultural-fit has a positive impact on both productivity and longevity in a role.



Why Advertisements and Agencies Can't Consistently Achieve Skills-Fit, Motivational-Fit and Cultural Fit

In order to fully appreciate the benefits of headhunting, it helps to understand why the 'alternatives' can't come close to achieving the same results...

The fundamental problem with advertisements and recruitment agencies is that they only provide access to the pool of Active Job-Seekers. At the risk of stating the obvious, an Active Job-Seeker is someone who is looking for a new job so actively that they're applying to advertisements and registering with recruitment agencies.

At any given moment in time, only around 5% of employed Optometrists, Dispensing Opticians and Practice Managers are Active Job-Seekers, so the first problem is that it's a very small candidate pool, which provides a very limited amount of choice. Without a decent choice of candidates, it's very difficult to achieve an accurate 'fit' for the role you're recruiting for (on any level, let alone all three levels).

Whilst the lack of choice on its own is a significant barrier to success, there's an even bigger one...

People don't tend to enjoy doing jobs they aren't good at and employers don't tend to make much of an effort to look after poor-performers, so people who aren't good at their jobs are always much more likely to be actively looking for new ones. Thus, the 5% pool of Active Job-Seekers contains a very high proportion of poor quality candidates.



It's not so much that good people *can't* be recruited from the pool of Active Job-Seekers; it's simply that the strategy presents a particularly high level of risk.

The third and possibly most overlooked problem with recruiting from the pool of Active Job-Seekers is to do with achieving (or not achieving) accurate motivational-fit...

As a general rule, motivational-fit is exceedingly difficult to measure. Unless you're an accomplished psychologist, then 9 times out of 10 you're going to need to rely on the individual you're interviewing to tell you whether the job on offer genuinely matches what they expect or want from a job.

The problem you have here is that the majority of Active Job-Seekers are looking for a new job because they're *unhappy* with the company they work for or *unhappy* with the job they're doing or *unhappy* with the people they're working with. In other words, **the primary motivation for their job search is a desire to leave a job.**

When presented with a viable alternative to their current job, an Active Job-Seeker will often view it as an 'escape route' and jump at it, even if it's not the kind of job they're ideally looking for. This is precisely how and why employers often hire people they think are right for jobs, only to find they don't perform well and/or move on again quite quickly.

"Hunter Human Capital not only performed a small miracle but also found people with the perfect credentials for my business."

Paul Avraam, Managing Director, Vision Centre Group

"The candidates were sought on my behalf in the most professional manner, and this became apparent when I carried out the interviews."

Harsh Shah, Director, Eyewise Optometrists (Sight Care member)

"I am very aware that headhunting is widely employed in other fields in order to contact the very best potential employees. I am surprised that it is so little used in optics!"

Mary Thompson, Philip & Mary Thompson Opticians

"I was persuaded by the security of not having to pay unless I took on the offered candidates but in the end there was absolutely no question."

Sue Gold, Owner, Scotts Opticians



Why Headhunting Achieves Significantly Better Hiring Results than Advertisements and Recruitment Agencies

The whole point of headhunting is that it provides a way of mitigating, to a very high degree, all of the risks just outlined.

Critically, headhunting is the only recruiting method that provides access the pool of Passive Job-Seekers (people who are open-minded to a change but aren't *actively* seeking a new position).

About 45% of Optometrists, Dispensing Opticians and Practice Managers are Passive Job-Seekers, so as a candidate pool it's 9x bigger than the pool of Active Job-Seekers. This provides more choice and makes it easier to achieve an accurate 'fit' on all levels.

Headhunting also addresses the question of quality. People who are good at their jobs are less likely to be unhappy and employers are always more likely to be making more of an effort to 'look after' good employees. Thus, **the pool of Passive Job-Seekers contains a significantly higher proportion of high quality candidates.** For this reason, Passive Job-Seekers take more of an effort to recruit than Active Job-Seekers but this is a surmountable challenge and well worth the extra effort!

The third problem associated with recruiting through advertisements and recruitment agencies (the difficulty in assessing motivational-fit) is also mitigated to a high degree by virtue of the fact that Passive Job-Seekers will only tend to accept a new position **if their needs, wants and expectations are closely aligned with both the company and the job opportunity.** In other words, they will make more considered decisions when weighing up new career opportunities because they aren't being driven by a strong desire to *leave* a job.



The Cost of Headhunting – Is It Worth It?

Common reasons for choosing to use advertisements or recruitment agencies over headhunting include:

- a) A lack of understanding of the importance of achieving accurate skills-fit, motivational-fit and cultural-fit (see pages 6 & 7).
- b) A lack of knowledge of alternatives to advertising and recruitment agencies.
- c) Laziness (a willingness to hire the first 'half-decent' person presented by a recruitment agency because "I don't have time" to recruit properly).
- d) Poor planning – causing a need to hire based on someone's availability to start quickly.
- e) Because someone was available for a low salary and an employer is prepared to ignore the maxim that "you get what you pay for", as well as the fact that if someone's available cheaply it's usually for good reason.

The single most common reason, however, why people choose to advertise for staff or even use recruitment agencies over headhunting, is down to cost. This is something that we find it helps to address sooner rather than later...

A cost comparison between advertising, recruitment agencies and professional headhunting is meaningless without the context of the associated *results*.

Recruiting through advertisements or recruitment agencies is cheaper than recruiting through a professional headhunting exercise and **the results are comparatively much poorer.**



The pool of Active Job-Seekers is so small in relative terms and so largely comprised of disaffected, poor quality candidates with questionable reasons for looking for new jobs, that it's virtually impossible to achieve consistently good hiring results using adverts or agencies. Indeed, it's all too easy to get it quite badly wrong and end up hiring someone who turns out to be unsuitable, disruptive, costly or worse.

By providing access to a much larger pool of higher calibre candidates, headhunting enables employers to:

- **achieve consistently better hiring results**
- **find and hire people who are capable of achieving specific business objectives such as improving customer service levels, increasing conversion rates and dispense values and improving under-performing teams**
- **find and hire people with consistently good motivational-fit for the jobs they're being hired to perform**

In other words, headhunting enables employers to find and hire the kind of people who are not consistently available through either advertisements or recruitment agencies.

Depending on the role, the value that the best possible person for a job can add to a business over the course of their tenure can be tens, sometimes even hundreds of thousands of pounds, which is *substantially* more than a headhunting fee by any measure. As headhunting becomes increasingly popular, forward-thinking practice owners are fast beginning to realise that advertisements and recruitment agencies are amongst the falsest of false-economies.



How the Headhunting Process Works

1. In the first instance either David Colley (Client Services Manager) or Paul Ashall (Client Services Director) talks with you about the role you're seeking to fill, the type of candidate you're looking for, salaries, process, fees, timescales etc. and we make a decision between us about whether a headhunting exercise is the best way forward. If the answer is 'yes', a consultant is assigned and that person is responsible for project-managing your headhunt from start to finish.
2. The consultant contacts you within a few days and has a detailed discussion about your business, the practice and the job opportunity and acquires all the information necessary to present your opportunity effectively to the candidates we'll be headhunting.
3. At the same time, the HHC research team researches into the other practices in the local area (usually up to about 200-300 practices within a 45-60 minute radius), gathers the names of all the people working within those businesses who could conceivably perform this role, establishes everyone's employment status (whether full-time, part-time, owners, locums or employees) and checks qualifications (where relevant) against the GOC register.
4. The consultant then reviews the research results and makes decisions about who the best potential target candidates are, based on such factors as their job title, employment status and year of qualification, in line with the role you are recruiting for and the salary you are looking to pay.
5. Before headhunting anyone, the consultant sends you a list of 'target candidates' in the form of a Candidate Identification Report, and seeks your feedback on it (in case there's anyone that you specifically do not want us to



approach). This part of the process gives you complete control over who gets headhunted in relation to your job opportunity.

6. The consultant then approaches each candidate individually by telephone, at their place of work. The approach is handled in a discreet and professional manner and we do not divulge to people at this stage who we're recruiting for. The purpose of the approach is to ascertain whether the candidate might be open-minded about discussing a job opportunity with us. If they are (and about 50-60% of the candidates we approach usually are), we take a home phone number from them and arrange a convenient time to call them back when they're not at work.
7. When we call people back outside of work, we present your opportunity to them in detail and undertake a preliminary assessment of their suitability for the role.
8. Following this discussion, we send out some written information about the opportunity and give the candidate a chance to think things through. Alternatively, if it's immediately apparent that there's a good match on both sides, we might move straight away to introduce the candidate to you, with a view to organising an initial, informal meeting.
9. From there we project-manage the entire process on your behalf, organise meetings, exchange feedback, assist with negotiations and provide whatever advice you might need every step of the way until the project has been successfully completed.



Providers of professional headhunting services
to Sight Care Group members

Contact Us

For further information about how we can help you to acquire high-calibre professionally-qualified and management-level staff, please contact:

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"We would be very happy to recommend your services to any practice looking to recruit high quality candidates. Many thanks again."

David Benjamin, Clifford Benjamin Opticians (Sight Care member)

"Using Hunter Human Capital was the best decision we made and I have no hesitation in highly recommending their use to other practices."

Mrs. D. Enderby, Enderbys of Boston (Sight Care member)

"Our new dispensing optician was so impressed by the very professional manner in which she was recruited that she recommended Hunter Human Capital to her previous employers!"

Lisa & Andrew Morgan, Morgan White Optometrists

"I now use Hunter Human Capital's services in preference to any other method of recruiting optometrists."

Dawn E C Roberts, Clinical Director, Healthcall Optical Services

