

Contingency Based Recruitment Firm providing Temporary and Permanent Search Services in Western Canada for Corporate, Accounting, Finance, Construction, Property Management, Legal, Tax and Public Practice Positions



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- Grant Tufts

CEOCFO: *Mr. Tufts, would you tell us about Impact Recruitment?*

Mr. Tufts: Impact Recruitment is a Western Canadian, contingency based recruitment firm specialized largely in contingency search. We operate over several different verticals but we service across Western Canada within each of those verticals. While we do have retained and temporary search services as well, our mainstay is contingency based recruitment.

CEOCFO: *What are some of the good features about being in Western Canada?*

Mr. Tufts: Western Canada is an interesting market because it is fairly isolated; it is almost its own little bubble. We have good diversity of industry here in particular. In Vancouver and BC, the natural resource sector is great, as is our real estate sector. When you are in economically challenging times such as now, that is a great backbone for us. The burgeoning tech industry, future potential of LNG and rising commodity prices also provide a bright outlook for many of Western Canada's most prominent industries.

CEOCFO: *What do you understand about contingency staffing on a fundamental level?*

Mr. Tufts: Contingency staffing can be a challenging business. Everything we do is essentially free until we make a successful placement with our clients, which means we must be cognizant of how we spend every minute of our time. We might work with an organization that is utilizing their own hiring resources, as well as several of our competitors to cast the widest net possible, and we need to be able to provide the best service and the best candidates of any of those resources to find success. We started in 2009, in the heart of a recession. At the time, there were additional challenges due to that market change, most notably there was an obvious change in attitude when it comes to how organizations were hiring. Companies were no longer looking for the transactional service that was fast and urgent, but rather, they were looking for industry partners that took the time to truly value and understand their challenges. This influenced our model greatly, and we responded to the market by modifying the typical recruitment firm structure, and adding quality control measures to respond to our clients' needs. Our ROI calculation is also different than most agencies. We do not look at our engagements as a simple value for time investment, we look at every client that we have as a huge resource and a long-term partner whether they are in good times or bad.

CEOCFO: *On a day-to-day basis, how does that play out when you are talking with a client?*

Mr. Tufts: There are a few things we have done differently. I will point out two of them that I think have the largest impact on day-to-day operational value. First, we provide a split desk-structure and specialized recruiters. In most agencies, the

recruiter doubles as a business developer and therefore must balance their time between recruiting candidates for their clients, or going out and finding more clients. At Impact, our Account Managers are responsible for the client relationship and understanding the client's business from top to bottom. Depending on the client's needs, they act as project managers, leveraging up to 30 specialized recruiters to find the right candidates for those needs. Because we have dedicated recruiters, our clients never see their needs play second fiddle to business development activities; our recruiters spend 100% of their time finding top talent for our clients. Second, we developed trademarked system call Certified Candidate. This system provides the most stringent screening in the contingency based recruitment market, and guarantees that our candidates are evaluated with transparency and consistency.

CEOCFO: *What might you look at in a candidate that others do not recognize?*

Mr. Tufts: Due to our exceptional repeat rate with our clients, we understand cultural fit and values better than most agencies. Granted, every company needs their candidates to meet basic criteria such as skills and experience, but a hire happens when you have nailed the fit. We use specific techniques that are baked into the Certified Candidate System, as well as our industry specialized knowledge to assess candidate fit and ensure that our clients are spending their valuable time meeting the right people.

CEOCFO: *Do companies turn to you initially because you understand the differences or are they pleased and surprised to find the depth that you offer?*

Mr. Tufts: I think companies are generally used to focusing on the result as opposed to the process. Companies turn to us because they know us – we are in their spaces, part of their industries and they have heard good things. Often, they are turning to us because they have had a bad experience with a national player and they are frustrated. We get the initial opportunity because of the combination of their frustration and our good reputation, but once we pass the point of proof of concept and make a successful placement they understand the differences and that keeps them coming back.

CEOCFO: *How do you find the right people?*

Mr. Tufts: One of the ways to start off with the strong foothold in the arena is to make sure we are hiring our people the right way. If we can hire an industry expert who has some experience in the field, who has more of an interest in developing as a recruitment professional, we will always go to that first. If we have a great, talented recruiter who we need to help understand the technicalities of their industry, we rely on our partners. We are members of various associations and professional organizations in Vancouver, and we leverage those groups to provide us with development opportunities for our people, as well as access to networks that other agencies do not have.

CEOCFO: *Your site offers a relocation section. How do you help people with that?*

Mr. Tufts: A lot of the relocation work that we do is centered in Operations within the natural resource sector, and in Construction. We primarily relocate skilled individuals to smaller markets in western Canada, but have gone as far as Mexico in certain cases. Relocation is often the only solution to finding a talented candidate with a very specific skill set. We work with both our clients and our candidates to coach them through the opportunity and ensure there is a fit for both sides. While we can provide people with access to resources such as temporary housing, moving assistance and more, the biggest pieces are ensuring that the opportunity will be engaging long-term for the candidate, and that they are relocating for the right reasons. Longevity in a relocation placement is usually achieved by looking at more than just the job fit. If a candidate moves for the right opportunity, with the right company, in the right town that provides for their personal needs and interests, then relocation becomes a much more attractive prospect.

CEOCFO: *What is ahead for Impact Recruitment?*

Mr. Tufts: Right now we are focused on expanding a few of our verticals. Our Professional Services division has doubled in size, our Building Division is growing, and we are making a strong push into the IT market in January. Last year we opened our temporary recruitment firm which has just rounded the bend to growth mode as well so we are going to be focused on that. As we grow, we intend to move east across Canada but our focus for the next year is going to be within our local marketplace. We want to own it, and we want to be in a position where when any of the international players come here they know with whom they are competing.

CEOCFO: *Why are you planning the move east across Canada?*

Mr. Tufts: Calgary has always been a great market. Obviously, it has its challenges right now, but we know it will come back strong and we want that to be our next stop. We see our model working across Canada, and we see our competitive advantage holding true as we move. Many of our clients already have us working on positions across Canada, and we want to be able to provide the same level of quality and service that we provide here, wherever they are.

CEOCFO: *How is business?*

Mr. Tufts: Business is great! We were just named by Profit Magazine as one of the fastest growing companies in Canada. We have seen 1000% growth over a five-year span, and this was our best quarter ever. We are one of the largest firms operating in Vancouver, and because of our consistent repeat rate we are able to plan for continued and aggressive growth.

CEOCFO: *Why choose Impact Recruitment?*

Mr. Tufts: We are an agile, flexible company that understands and commits to our value proposition. We value our client relationships because we see the potential of long-term investment, and we can respond to their needs with a higher level of quality and consistency than other firms. Most importantly, because of our model and our specialized recruiters, we can be your go-to agency for nearly any type of recruit. We were built to partner with our clients and can place every position in their organization.

IMPACT RECRUITMENT

Trusted to go further.

