

## ETHICAL CONSIDERATIONS IN OFFSHORE RECRUITING

Offshore recruiting allows organizations – both staffing firms and corporate recruiting departments – to increase recruiting productivity. However, similar to other forms of outsourcing, not everyone is pleased that offshore recruiting is a growing business practice. Ethical considerations in offshore recruiting include:

- Do offshore recruiters take away American jobs?
- Should staffing companies disclose that they are using offshore recruiters?
- Should offshore recruiters use American pseudo-names instead of their real names?

### OFFSHORE RECRUITING AND AMERICAN JOBS

Most offshore recruiters work as assistants to senior American recruiters and perform time-consuming tasks such as candidate sourcing and/or screening. This allows the senior American recruiters to focus on higher touch, higher skill tasks such as working with hiring managers and candidates.

Using junior American recruiters instead of offshore recruiters as assistants to senior American recruiters is often prohibitively expensive. In addition to compensation, costs associated with American recruiters include the management time and expense to hire and train the recruiters, outlays for infrastructure, and the considerable cost of overhead and benefits. All of these costs are avoided with offshore recruiters. Therefore the choice often comes down to either retaining an offshore recruiter assistant or not having an assistant at all. Very few American recruiter jobs are lost to offshore recruiters working as assistants.

Some offshore recruiters do not work as assistants. These recruiters do full lifecycle recruiting and perform the same tasks as American recruiters with the exception of tasks that require face-to-face meetings. Full lifecycle offshore recruiters sometimes are substitutes for less experienced American recruiters. However, American recruiters have substantial advantages over offshore recruiters in building close relationships with hiring managers and developing local candidate talent communities. As a result, offshore recruiters will rarely replace top performing American recruiters.

Perhaps more importantly, whether offshore recruiters serve as assistants to American recruiters or conduct full lifecycle recruiting, using offshore recruiters lowers the cost per employee hired. Companies buy more of things that cost less. By lowering the cost per hire offshore recruiting results in more Americans being hired for jobs.

### DISCLOSING THE USE OF OFFSHORE RECRUITERS

Recruiting organizations use many recruiting tools, technologies, and work processes to enhance productivity. Hiring managers generally care only about results; they want to be presented high quality candidates to interview. Few hiring managers want to hear about details such as sourcing strategies, how an application tracking system works, or the interview questions used by the recruiters to screen candidates. There is no reason to proactively disclose the use of offshore recruiters – which is simply one of many productivity tools used by recruiting organization – unless all recruiting tools, technologies, and work processes are disclosed.

That being said, recruiting organizations should be truthful and transparent. If a hiring manager asks if offshore recruiters are being used, by all means this should be honestly disclosed.

## USING AMERICAN PSEUDO-NAMES

Some offshore recruiters use American pseudo-names instead of their real names. This is usually done to make things easier for American candidates and clients. Some foreign names are long and hard for Americans to pronounce, remember, and spell. These challenging names may be a barrier to communications, and smooth communication is critical for successful recruiting.

My real name, Mujtaba Khan, is an example of a difficult name. If I were to use this name for recruiting, I fear that many candidates would not return my calls because they would be embarrassed that they are not able to pronounce my name. Therefore I use the pseudo-name Henry Morris. However, on the very rare occasions when I am asked if Henry is my real name, I always say my real name Mujtaba Khan. The candidate usually responds, "I guess that is why you go by Henry."

My company, iPlace USA, gives our clients the option of having their recruiters use their real names or their American pseudo-name. Most clients chose to use pseudo-names. Some use pseudo-names for the recruiters with difficult names and real names for the recruiters with simple names.

## AUTHOR

**Henry Morris, Vice President of Recruiting, iPlace USA**  
[henry@iplaceusa.com](mailto:henry@iplaceusa.com)