As the demand for global project talent soars, organizations must dig deeper to find skilled candidates.

Set Clear Expectations

Human resources (HR) and project management office (PMO) leaders need to define a clear set of requirements for the proposed candidate. Then people who actually act in or interact with the role proposed should review these requirements to validate whether expectations are realistic.

— Peter Barnett, PMP, managing director, Barnett Media Group Pty Ltd., Perth, Australia

Look for Talent Magnets

My strategy is finding groups that attract talent to their membership. For example, if a certification or education is needed for a position, I direct my efforts to those alumni groups or active association members.

— Jennifer Gance, PMP, HR director, Inverness Hotel and Conference Center, Englewood, Colorado, USA

Put Prospects to the Test

Recruitment teams should provide real-life scenarios to the candidates and assess how their proposed actions will resolve issues in line with project objectives.

— Rajeev Asthana, PMP, program manager, Tata Consultancy Services, Hampshire, England

Know the Exit Strategy

We hire all staff on a probationary period, and if the role isn’t working out for the company or the candidate (or both), we aim to end the relationship within six months.

— Bart Doyle, COO, onshore development, Mainstream Renewable Power, Dublin, Ireland

The Pay-Off: The cost of replacing an employee can be as much as 250% of his or her salary.