

SPECIAL REPORT

A supplement to BLR publications

Win the Recruiting War!

Finding and Hiring Great Employees



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Introduction

Is it really getting harder to recruit and retain qualified employees? The answer is an unqualified “Yes!” Many employers are aware that significant changes in the U.S. population are causing workplace shortages and changes in the way in which employers must recruit to fill job openings.

What some employers don’t know is that the U.S. labor market is only at the beginning of what some human resources experts are calling the “workforce meltdown”—the clash between a diminishing supply of qualified workers and the explosive increase in need for those workers.

Statistics show that the “meltdown” is unquestionably coming, and soon. Data from the Bureau of Labor Statistics show that:

- ◆ Between 2010 and 2020, 70 million Americans will retire, while only 40 million will enter the workforce.
- ◆ By 2020 the key age group of employees (ages 25 to 44) will shrink by 3 percent, while those aged 55 to 64 will grow by 73 percent, and those aged 65 and older will also grow by 54 percent.
- ◆ The aging workforce is a global issue—by 2050, China will have more people over age 65 than all of the rest of the world combined.
- ◆ The predicted labor shortages in the U.S. by 2010 will be concentrated in nursing (1 million), math/science/special education teachers (1 million), computer engineers and support (1 million), clinical pathologists (50,000), and auto mechanics (50,000).

Not surprisingly, the resulting competition for highly skilled “knowledge workers” will result in fierce competition in pay, benefits, flexible work arrangements, and workplace amenities. Employers will need to rethink the workplace environment, nontraditional work arrangements, new recruiting resources, and how to lure employees who have left the workforce back to work.

According to a workplace forecast report by the Society for Human Resource Management (SHRM), the most pressing issues coming in the area of workforce staffing and deployment are:

- ◆ The shortage of skills and labor within selected occupations and industries will increase.
- ◆ Needs, wants, and behaviors of the talent pool will drive changes in attraction, selection, and retention practices.
- ◆ The role of staffing function will become more complex and will link to the financial and operational performance of the organization.
- ◆ The focus on selective retention for keeping mission-critical talent will increase.
- ◆ The use of objective selection methodology for all positions will increase.
- ◆ Workforce planning and decision tools will become a standard part of an organization’s strategic planning process.
- ◆ The use of external staffing resources will increase.

The purpose of this special report is to provide the tools employers need to design a recruiting strategy to meet present and future staffing needs, to assess and develop effective online recruiting strategies, and to successfully staff their organizations strategically in order to avoid labor shortages.

Designing a Recruiting Strategy

When designing a recruiting strategy to meet current and future staffing needs, employers should plan to take some critical steps:

1. Conduct an effective workforce analysis and plan.
2. Analyze the effectiveness of recruiting techniques.
3. Refine job descriptions to meet actual need.
4. Manage talent and strategically grow to meet staffing needs.
5. Look for new talent pools to stay ahead of staffing needs.

Workforce Analysis and Planning

The process of workforce analysis and planning consists of assessing workforce makeup, skills, and requirements to respond to current and future business needs. Effective workforce analysis and planning systematically identifies the gap (or gaps) between what a business has in the way of organizational talent and what it needs in the future. After analysis, workforce planning puts in place an actionable plan to address the gaps that were identified. HR professionals who take the lead in workforce planning position themselves as strategic leaders rather than crisis managers.

Determining your short-term needs and long-term goals and bringing the two into alignment are the first steps. Begin by answering the following questions.

- ◆ What are the growth goals for the coming year? Three years? Five years? Ten?
- ◆ Where has attrition been and what factors may affect future attrition?
- ◆ What is important to the organization in terms of recruiting, and how can that be measured?
- ◆ Has our current infrastructure been able to support our efforts?
- ◆ How is the organization tracking recruiting successes? Hiring manager responsiveness?
- ◆ What types of people will the organization need to hire?

Using Predictive Modeling

Most HR professionals who are charged with managing the hiring function (that is, most of you), often find themselves in reactive mode instead of proactive mode. HR professionals are reluctant to commit to a long-term hiring plan when future hiring needs seem highly uncertain. However, much of the uncertainty can be eliminated by using predictive modeling—that is, looking at a date range of

personnel records (5 years is a good indicator) to determine trends in hiring, turnover rate, and average retirement age. Analysis of these indicators can show whether an organization is headed toward a workforce shortage, and when, so that appropriate workforce planning can be made.

Some key elements to predictive modeling include:

- ◆ Workforce demographics
- ◆ Retirement projections
- ◆ Succession planning
- ◆ Potential transfers and terminations
- ◆ Performance review data
- ◆ Attrition
- ◆ Competencies that will be lost in retirement
- ◆ Other anticipated changes (in industry, across economy, etc.)

Developing a Workforce Plan

The majority of the work involved in predictive modeling and workforce planning is gathering and analyzing data. In order to ensure that all relevant information is collected, notify all involved individuals in the organization that the workforce plan is being formulated. Consider creating a checklist or standard format for requesting data from those individuals. The data to be collected will most likely include the items listed in the “predictive modeling” section, above, but may also include known openings, prior demand, and other competitive factors.

When formulating a workforce plan, remember to focus on business objectives, operations plans, and budgets for a period of years to come. Consider how the competitive market has affected or will continue to affect your organization’s ability to hire and succeed. Also consider:

- ◆ Work to be done to meet the organization’s goals for growth and future success.
- ◆ Which jobs will be integral to the organization meeting those goals?
- ◆ What skills and personalities are required to meet those goals?
- ◆ What steps are necessary to put the right people in the right positions to meet those goals?

Conducting Effective Recruiting

In order to put the right people in the right positions, recruiting efforts must be well targeted and effective. The “target” comes from the workforce plans discussed above. The effectiveness of the recruiting program depends on a number of factors, such as:

- ◆ The quality of job descriptions used in recruiting (and in the organization as a whole)
- ◆ The quality of information given to or collected from candidates
- ◆ The criteria used for candidate selection

Importance of Good Job Descriptions

Accurate job descriptions provide a realistic expectation of job requirements, as well as a basis for job evaluation, wage and salary comparisons, and an equitable wage and salary structure. A performance-based job description will also spell out the performance goals for the position, including what the individual will be expected to achieve.

Most hiring mistakes start long before the first advertisement for employment is placed. They result from the process used to plan the hire—the job description. In order to avoid job descriptions that fail to accurately describe the job and expected performance, employers should first gather information relating to the job duties from line personnel—the people who work with the job, do the job, and supervise it.

In particular, well-written job descriptions should:

- ◆ Clarify who is responsible for what within the company. They also help define relationships between individuals, between departments, etc. By accomplishing this, they can settle grievances, minimize conflicts, and improve communications.
- ◆ Help the jobholder understand the responsibilities of the position and the performance goals. This not only enables the employee to assess the relative importance of everything he or she is accountable for but also provides a sense of where the job fits in to the company as a whole.
- ◆ Assist job applicants, employees, supervisors, and human resources professionals at every stage in the employment relationship, from recruitment to retirement. They provide information about the knowledge, training, education, and skills needed for each job. They prevent unnecessary misunderstandings by telling employees what they need to know about their jobs.
- ◆ Help management analyze and improve the company's structure. They reveal whether all company responsibilities are adequately covered and where those responsibilities should be reallocated to achieve a better balance.
- ◆ Provide a basis from which to determine whether a disabled applicant is otherwise qualified for the job and, if so, to assist in determining what accommodation would be required for the applicant to be able to perform the essential functions of the position.

Avoiding Job Description Mistakes

There are a number of things that employers should avoid when crafting descriptions to fit a particular organization. The following do not belong in a job description:

- ◆ **Negative statements**, such as “does not answer phone while supervisor is out of the office.”
- ◆ **Abbreviations**, even if their meanings are well known to the jobholder and the supervisor. All words should be spelled out so that anyone who might refer to the job description in the future will know what it means.
- ◆ **Duties that are to be performed in the future**, except in the case of a new job that is just being established. The general rule is that a function must have been performed for a period of 3 months before being included in a job description in order for the worker to be familiar enough with it to provide the job analyst with the necessary information.

- ◆ **Occasional or temporary duties.** If it is necessary to add occasional or temporary duties, there should be a notation in the margin opposite these duties stating that they are temporary or occasional. It should be clear whether these are essential and fundamental to the job or whether they are considered marginal functions.
- ◆ **Generalized statements.** When such statements are unavoidable, they should be followed by an example to clarify them. It is usually best to use an example given by the jobholder.

Information Given to or Collected from Candidates

The hiring process affords the employer a unique opportunity to introduce the organization to a prospective employee and to gather information that will help the employer determine if the employee is a good “fit” for the organization. The window of opportunity is a small one, and one that is often missed.

During this critical period of information exchange, employers may want to keep the following tips in mind:

- ◆ **Be realistic.** In order to capitalize on the opportunity to give and take information, employers should establish an official statement about the organization, a “vision statement” or other official wording that describes the tenor of the organization, business goals, and general employment philosophy. Hiring managers should be cautioned to be realistic when describing the job, duties, and future opportunities, and not to “oversell” the position to get the hire. Overselling a position can lead to employee disappointment and, occasionally, to a claim of breach of contract based on promissory estoppel.
- ◆ **Ask about restrictive covenants.** Formally ask candidates if they signed a restrictive covenant/covenant not to compete with a former employer. Ask “Are you subject to any agreements that could prohibit your free employment with us?” If so, get a copy of the covenant, read it, and determine if hiring the candidate would be a violation. If an employer violates the covenant’s restrictions, not only may the candidate be sued, but so may the employer.
- ◆ **Check references and résumés.** Surveys have shown that more than half of job applicants supply incorrect information on their résumés and job applications. When hiring, conduct a diligent check of schools attended, transcripts, certifications, degrees, and other work experience. If necessary, get a signed release from the candidate to contact former employers for references.
- ◆ **Send complete and formal offer letters.** Many companies send newcomers a warm welcome letter. The offer letter is not that letter. It is, instead, the spelling out in writing of the terms of employment in order to avoid confusion. A complete offer letter should contain a start date, job title and reporting relationship, hours, benefits (“benefits afforded all eligible employees” is sufficient), any contingencies to the offer (such as drug or other tests), and of course, salary and any bonus plan. Also state that employment with the organization implies no contract and is at-will.

Criteria Used for Candidate Selection

When all of the data on a job candidate has been collected, how can you use it to select the best person for the job? Consider the following criteria:

1. **Résumés are the “first line of defense.”** Screen them twice. First, screen for obvious facts that rule out a candidate and don't spend time reading any further.
 - Does candidate meet basic requirements?
 - Does candidate have proper degrees or certification? In the right state?
 - Is the school or institution properly accredited?
 - If salary expectations are indicated, are they beyond any limits? Or so low as to cause question?
 - Is candidate in the right geographic area or planning to move?
 - If it's an unsolicited résumé from an employment agency, is the company willing to pay the fee?
2. **Screen résumés again, looking for a potential match.**
 - Evaluate credentials in terms of job duties and desired traits and attributes.
 - Consider candidate's stated job objective in the context of this opening.
 - Look for positive patterns of employment.
 - Where has candidate worked and for how long?
 - Does work history suggest staying power? Lack of initiative?
 - Do changes of titles and positions reflect advancement and growth?
 - Are there any gaps in employment that are hard to explain?
3. **Look at the presentation of the résumé itself as a way to evaluate the candidate.**
 - Appearance: clean, neat, attentive to detail?
 - Structure: clear, well-organized, logical?
 - Writing style: correct grammar and spelling?
4. **Consider other sources of information**
 - Compare notes and impressions with everyone who makes contact with candidates when they come to interview.
 - Check with others who interviewed formally.
 - Check with people who had unscheduled, informal contact with the candidate for impressions.
 - Check with agency recruiters, if used, and ask:
 - a. How does this candidate compare to others you've seen?
 - b. Why do you recommend this candidate?
 - Check with technical advisors, if used, and ask if this candidate is qualified to handle the job.

Remember that when weighing all variables, keep notes, use a consistent comparison system, and always keep job requirements uppermost in your mind. In the final analysis, be sure the candidate can meet all parameters—such as salary or starting date—and carefully consider chemistry—does the candidate “feel” like a good match? Avoid taking the first candidate who seems a reasonable choice. With a little more persistence, you might do better. Finally, don't drag the search on so long that you lose good candidates to other offers.

Checklist for Analyzing Recruitment Effectiveness

In order to analyze your organization's recruitment effectiveness, ask yourself the following questions:

- How can we ensure the best possible match?
- How can we manage candidate expectations and set a realistic picture?
- Are we going to use any type of preemployment testing? What criteria will we use to select those tools, and how are they validated?
- What interviewing technique will our team use, and is training required?
- What have been the road blocks in our screening process?
- What approach will we take to communicate with the candidate?
- Are we providing every opportunity for candidates to self-identify?
- What has the offer-to-acceptance ratio been?
- What factors have impacted acceptance rates?
- What is the market for the types of candidates you seek?
- What are our strengths as an employer? Weaknesses?
- What strategies can be implemented to increase closure rate?
- What means will be used for extending offers?

A Note on Personality Testing

Preemployment testing is not new. Aptitude and practical-skill tests have been common for decades. Even cognitive-ability psychological tests are fairly widespread. Personality tests are less commonly used but gaining in popularity. The reasons vary. An employer may want to gauge the introvert/extrovert tendencies of sales applicants in hopes of matching their characteristics to those of successful incumbents. A police department might want to use a test to screen for mental instability or psychopathology tendencies.

There are both benefits and risks to using personality tests:

Benefits. Personality tests are self-report measures of what might be called traits, temperaments, or dispositions. The benefits of using these tests include an increased ability to predict probable attitudes and behaviors that could ultimately influence the individual's success or failure and, therefore, impact the company's profitability and efficiency. Additionally, companies that adopt preemployment personality integrity tests can often reduce their exposure to negligent hiring claims.

While the number of measures is almost infinite, the most common are honesty and integrity tests. There are three basic types of integrity tests:

- 1. Overt integrity.** These are specifically designed to predict the predisposition of job applicants to engage in on-the-job theft and other counterproductive job behavior. The tests typically include questions about beliefs regarding theft as well as requests for admission regarding theft and other wrongdoing. The items in these types of tests are targeted to assessing job-related content. Research has shown that integrity test scores can reliably predict theft-behavior patterns.
- 2. Personality-oriented.** These tests try to predict a broad range of counterproductive work behaviors by measuring personality dimensions such as

reliability, conscientiousness, adjustment, trustworthiness, and sociability. Many of the items in these tests are clearly not job-related.

- 3. Clinical measures.** These types of tests may focus on specific areas such as psychopathology, but can also provide insight into honesty and integrity. Again, many of the items included in these tests are clearly not job-related.

Risks. There are a number of legal concerns related to using personality testing. The Employee Polygraph Protection Act of 1998 prohibits employers from using a preemployment polygraph to screen applicants. There is currently no federal regulation barring the use of integrity testing, although a few states have restricted their use under state antipolygraph statutes. So it is important to be aware of state laws when considering or using personality tests. In addition, you want to be cautious about how personality testing is designed and administered to minimize potential legal exposure under other federal laws relating to employment issues such as civil rights, disabilities, and privacy.

Managing Talent

According to a recent survey of staffing directors, 73 percent say competition for talent has increased in the last 2 years, and 79 percent expect competition for talent to intensify dramatically in coming years. More than half of hiring managers surveyed said they feel they must “sell” jobs to candidates, as opposed to the candidates doing the “selling.”

Candidates are currently in a very powerful position and, as a result, organizations with hiring needs are forced to think about hiring as a competitive practice if the organizations want to attract the best people. According to recruiting experts, there is a significant gap between what candidates want and what employers think they want. This situation is dangerous for organizations that then fail to understand what motivates a candidate to accept an offer and successfully stay at an organization.

In order to manage talent and strategically staff for the future, consider the following strategies.

Segmentation of Talent

The concept of segmentation has long been used by marketing professionals who recognized that different groups of customers responded to different marketing techniques. This concept is transferable to the area of recruiting, especially when, as now, there is fierce competition for talent and the generational differences in the workforce are profound. A single recruiting and hiring strategy will not work for all.

Talent segmentation is an organization’s ability to differentiate recruiting and hiring practices to meet the requirements of specific profit models, employee needs, and external talent markets. By focusing on these three factors, companies can use the segmentation approach to optimize their business performance.

Most companies operate under several profit models, including customer solutions, innovation led, and brand profit models. The segmentation approach seeks talent based upon the specific needs of the particular models used by an organization.

Employees, especially those just graduating from college, are more likely to remain with a company based upon the challenges presented by their jobs and assignments rather than loyalty to the company. The segmentation approach and customized

total rewards may prove to be an effective way to retain and attract top talent by placing them in the jobs most suited to their abilities.

Organizations too often consider segmentation on an “as needed” or “where obvious” basis. Employers widely prefer the one-company approach, yet organizations also recognize that segmentation may be valuable. The goal for companies is to consider segmentation based on profit models and analysis rather than pain points and external market conditions such as geography and the ability to retain and attract talent.

Consider the following four steps an organization may take to segmentation:

1. Establish clarity on unique profit models in your business portfolio.
2. Identify the required capabilities for the future, i.e., the skill sets needed for each of your business functions.
3. Evaluate the impact of the employment brand and external labor market on the ability to build your workforce.
4. Allocate total rewards investment.

Segmentation does have its drawbacks. Many companies favor the simple “one size fits all” and egalitarian one-company approach. Segmentation is complex and may also limit internal employee mobility between company divisions. It can be messy and inherently creates different groups of employees. It also puts increased pressure upon managers to explain to employees the different reward packages that may be offered to them based upon the unit in which they are placed.

The ultimate question is—how much segmentation is enough? The key is balancing the factors favoring the one-company approach against those favoring the segmentation approach. Companies should assess the cost and benefits of segmenting and develop a clear business justification for the cost of segmenting to make the transition an investment. Employers must also recognize that segmentation is a multiple-year project and is a dynamic, not a static, model that must be changed to fit the current needs of a business.

Finding Great Talent

Now that you have designed a recruiting strategy, identified talent needs, refined your job descriptions, and are ready to hire—where can you find good candidates?

Traditional Methods of Talent Acquisition

There are numerous ways to find qualified job candidates. Here are some traditional methods for locating candidates.

Applications on file. These job candidates have already sought employment with an organization or company, and the records cost you nothing to review. Many companies have a policy of keeping applications active for a specific length of time, such as 6 months or 1 year.

Promotion from within. An organization can reap rewards by promoting employees from within to senior positions as they become available. If employees see that a company has a policy of upward mobility, it will have a positive effect on morale that, in turn, can increase productivity and reduce turnover. Promotion

from within and interdepartmental transfers yield more experienced employees who are already familiar with company culture.

In-house job postings. Posting in-house job openings can be an excellent means of encouraging employees from within the firm to take advantage of promotional opportunities. Post all new jobs in a conspicuous place, such as the company bulletin board. The postings should be available to all employees including those who work in satellite offices. You'll also need to decide how long you want to post the job before opening up to external candidates.

Employee referrals. A common recruitment source is word-of-mouth referral from employees and supervisors. Some companies pay a bonus to employees who refer individuals who are, in fact, hired. While referrals have many advantages, they may be legally risky if the demographic makeup of your workforce is not representative of the available labor market; e.g., if your employees refer individuals of predominantly one race. If the news of job openings doesn't flow readily to minority group members, those referrals could be evidence of perpetuating discrimination.

Advertisements. Both print and online advertisements are now widely used for reaching potential candidates. There are hundreds of sources in which to advertise job leads online, as well as review résumés posted by jobseekers. Newspapers and the Internet aren't the only media for placing help wanted ads. Other sources include trade publications, alumni magazines, and professional journals. (See the section on Online Recruiting and Recruiting Hot Tips later in this report for more information.)

To avoid duplication and eliminate unnecessary advertising, one HR staff member should be designated as a clearinghouse through whom all recruiting ads will be placed. It is also a good practice to keep copies of all ads in a file and record the number of responses and hires. This practice will help in determining the effectiveness of specific ads or particular newspapers.

Employment agencies. Employment agencies can be useful sources of job candidates. Whether using "contingency" agencies (paid only upon hire) or "search" agencies (paid on retainer to conduct searches even if no hire results), you may find that the time saved and the agencies' access to qualified applicants make their fees worthwhile.

When working with an employment agency: Clarify who pays the fee and when; find out if there is a fee rebate if the employee resigns or is fired within the first few months of employment; notify the agency of your nondiscrimination policy and insist that the agency also comply; and work through details such as who will be responsible for background checks and verifying resumes.

Other traditional methods. Other traditional methods for locating great candidates include interviewing graduating seniors and graduate students at colleges and universities, state employment offices, and job fairs. Although these methods have been used for years, do not forget to tap into these valuable resources for talent.

Diving into New Talent Pools

The resources for talent discussed above are the "tried and true" of recruiting. However, in some industries and organizations, they may be "tried and tired." That is to say, they are no longer effective in an increasingly more competitive environment. So, how do employers in tight markets find the truly talented?

Consider some of these more innovative talent acquisition techniques.

Market in new places. In order to reach untapped talent resources, consider advertising and marketing your organization in ways that you have not tried before. For example, bring a recruiter to a trade show or conference where you normally exhibit. Talk to show and conference attendees about your organization and sell the organization as an employer. Also, think about schools and other community organizations as talent pools. Encourage employees to always take the opportunity to “talk up” the organization.

Use referral networks. Thinking of every individual who has contact with your organization as a potential “talent scout” is a great way to find new employees. Recent hires, association colleagues, retirees, and high performers who have left the company are all excellent points of reference. Consider putting up “wanted” posters, describing the ideal candidate, complete with a cash reward. The reward gets split among all referrers in a line that leads to a successful hire. There also can be other incentive referral programs, like “points” awarded for referrals, with redemption for prizes, travel, or paid vacation days. However it’s implemented, the key ingredient is people reaching out to other people.

Consider alternative staffing. You can meet some staffing needs with temporary and part-time workers. This is a growing trend because many workers are willing to work without the same conditions of employment of full-time employees who are eligible for benefits and other perks. These alternatives require some additional coordination and training but could meet the special needs of your company, such as a short-term increase in workload, as well as accommodate employees who do not desire permanent, full-time work. Other alternatives include contracting work rather than performing it in-house, assigning work to freelancers, leasing employees from other firms, or calling back retirees.

Utilizing contract workers and temps. One source that should not be overlooked is the contract, or temporary, labor pool that can be an effective feeder into the permanent workforce. Frequently, this temporary labor pool can be a viable source of talent “audition”—that is, this can be a way for both the employee and employer to determine whether or not the employment experience is a good fit for either party. The trend toward a “master vendor” agreement where there is a sole-source provider for temporary supplemental staffing allows a company to realize cost savings and at the same time explore the labor market potential through the outsourced vendor who bears much of the employment burden.

Carpe diem. Seize the opportunity to talk to talented individuals who show interest in your organization. Even if the person is not actively seeking employment, plant the seed of interest in what your organization has to offer. Conversations should be personal and highly tailored to the person’s interests. When talented candidates do show an interest in your organization, pay attention. Even if an appropriate position is not currently available, treat the showing of interest as an opportunity to develop a relationship for the long run. Keep in touch with potential candidates—e-mail, write, or call them personally to let them know that they are of interest to the organization.

Recruit customers. An often overlooked resource for new talent pools is current, loyal customers. Finding these customer/candidates may be as simple as hanging a sign inside of your establishment to let customers know that you are hiring. Customers may also be recruited through website notices, bag stuffers, or notices in mailing material. However, personally reaching out to particularly talented customers

may be the most effective means of getting the best employees. This so-called “recruiting on the floor” requires some finesse, but allows the employer to target specific skills and individuals that the organization is seeking.

Any corporate event or community outreach can become an opportunity to recruit. As mentioned, personally reaching out to talented customers is the most effective method. As a result, employees, sales staff, and managers should be aware that customer recruiting is important. Employees may be trained in recruiting methods or given candidate contact cards, which tell a customer where and how to apply for a job at the organization.

Utilize retirees to fill temporary or part-time staffing needs. As the baby boomers prepare to retire, many companies are concerned about the loss of knowledge and skill. There are creative ways to deal with this problem that will also help fill the need for qualified employees. Many companies are establishing their own internal network of temporary and part-time workers from the pool of retirees who might not want full-time employment throughout the year but might be interested in temporary or part-time work.

Online Recruiting

It is no secret that online recruiting has exploded and, for many employers, become the primary means of soliciting candidates and résumés/applications. However, with this explosion come the pitfalls of poorly designed online candidate management systems, ineffective online recruiting programs, and the inability of organizations to limit online applicants to only those who are truly qualified.

In order to refine your online recruiting program and mechanisms, consider taking the following steps:

- ◆ Measure the effectiveness of your own online recruiting methods
- ◆ Optimize your recruiting website
- ◆ Recognize and prevent the dangers of online recruiting
- ◆ Carefully shop for commercial online recruiting sites

Measuring Effectiveness of Online Recruiting

When measuring the effectiveness of your online recruiting program, it is important to measure what matters to your organization—and to get the numbers straight. To do this, program recruiting websites to maintain records on the number and quality of online applicants, and determine if your recruiting efforts are paying off.

How many? The first metric for your online recruiting site may be simple—measuring how many people are getting on your site and looking at the recruiting area. This will tell you how effective the website is at steering people to the right place. Counting visitors may be done programmatically and may be divided into unique (or new) visitors and return visitors. To measure the effectiveness of certain online advertisements, create a counter on the advertisement that shows how many people “click-through” the advertisement to your recruiting site.

Once people have clicked through to your recruiting site, it may be useful to see where they go, which jobs are viewed the most, and which information sections are of the most interest to jobseekers. You may also want to know how long a potential candidate is staying on your site—the so-called “stickiness” of the site. If potential candidates are rapidly leaving the site, you will want to know in order to figure out why you are not holding their attention and gathering those critical résumés and applications.

How good are they? Measuring the costs and quality of the candidate drawn in by your online recruiting site is very much like measuring the quality of any other type of candidate. However, the costs associated with Internet recruiting tend to be far lower than more traditional recruiting methods. The most common measurements of recruiting success are:

- ◆ Cost to hire
- ◆ Time to hire
- ◆ Turnover
- ◆ Absenteeism
- ◆ Measuring new employee performance
- ◆ Performance versus qualifications
- ◆ Reviews
- ◆ Time to achieve full contribution
- ◆ Compatibility
- ◆ Employee attitude
- ◆ Hiring manager satisfaction
- ◆ New employee satisfaction
- ◆ Hidden recruitment costs (additional training, lost employees, bonuses)
- ◆ Financial impact of recruiting

In most cases, no single metric will adequately gauge the performance of the recruiting function. Rather, some combination of the relevant metrics listed above, along with others created by the organization, will provide the information necessary to measure performance and effectiveness. The use of several individual metrics to measure a function is often referred to as an HR “dashboard” and will provide a more complete story of how the recruiting function is meeting goals.

Optimizing Recruiting Websites

In order to properly evaluate and optimize your own online recruiting website, first look at the site and ask:

- ◆ Do you have a clearly labeled and established section of the organization’s website for “Hiring,” “Careers,” “Job Opportunities,” or “Join Our Team”?
- ◆ Does this section of the website tell potential employees about the vision, mission, values, and culture of your company?
- ◆ Do you present a message about how people are valued? Do you express your commitment to quality and to your customers?

If not, you are missing out on one of the most important recruiting tools you have to appeal to prospective high-potential employees. If the front door to your online recruiting vehicle is not wide open, qualified candidates may just walk on by without ever noticing, or caring, that you are hiring.

Is Your Site Applicant-Friendly?

When gauging the utility and “friendliness” of your recruiting site, also consider:

- ◆ Details on job specifics
- ◆ Instruction on how to respond
- ◆ Whether companies acknowledge receipt of résumés and, if so, what the acknowledgment says
- ◆ Whether the site uses internal language and acronyms that an outside job seeker may not understand
- ◆ Whether applicants are asked to fill out lengthy forms
- ◆ Whether applicants are asked for their Social Security numbers or other personal data
- ◆ How many clicks it takes to locate a list of job openings and the number and types of responses applicants receive

To gain an unbiased perspective on just how friendly your site is, you may want to have individuals outside of the organization get on the site, “test drive” the site as an applicant, and provide feedback on site usability. Test drivers should be totally independent and feel free to criticize site functions.

Again, the sign of a successful Internet recruiting site is one that yields a pool of highly qualified candidates who surface relatively quickly after a job posting—and results in successful hires.

Optimizing Your Recruiting Website: Hot Tips

In order to fine-tune your corporate employment site even more, think about adding at least some of the following optimizations:

- ◆ Privacy/security measures to protect applicants’ information
- ◆ “E-mail a friend” option for sending openings of interest outside the site
- ◆ Eliminating login or registration requirements
- ◆ Search engine for openings by simple terms or geographic criteria
- ◆ Bios of company officers and leaders
- ◆ Link to HR e-mail or “ask a question” functionality
- ◆ Photographs of facility, people, and company events
- ◆ Listing of employment benefits
- ◆ Company’s community involvement

Dangers of Online Recruiting

Although the Internet offers employers unparalleled opportunities to reach candidates in markets and areas far wider than ever before, the Internet does pose some dangers of which all employers should beware.

The default setting. Many companies use software to set up and manage Internet job ads. It's tempting to let the default setting put in the "boilerplate" of your ad, but realize that this copy may have been written to federal standards on equal opportunity while your state's standards may be different. Check what the defaults say against all the requirements of your jurisdiction and modify as needed.

The delete key. Because Internet ads have a wide reach, expect a flood of résumés. It will be tempting to simply delete the obvious rejects instead of printing them out and filing as you would the paper version. Be aware that an applicant rejected at the outset may later legally ask the reason for the rejection, and employers should have the paperwork to answer. Electronically store or print and keep all records of applicants on file for at least a year. Remember that what constitutes an "applicant" depends on your organization's own policy and practice.

E-mail correspondence. E-mail is so easy and informal that you may be tempted to let down your guard in communications with potential hires. However, e-mail creates a record that can be used as evidence of discrimination, promises of employment, or other bases for legal claims. So employers should have standard responses to the most common questions or refer applicants to a Frequently Asked Questions (FAQ) page in the careers/jobs section of your company website.

Computer viruses. Corporate employment sites that solicit attached résumés, writing samples, or other outside documents also invite associated computer viruses. In order to avoid this danger, consider setting up more stringent filters and antiviral software to screen incoming applicant documents or refusing attachments altogether. Instead, you may allow applicants to paste their application information into preset templates that do not load into the organization's main server.

Overdependence on electronic recruiting. When designing your recruiting strategy, remember that the Internet, however valuable, cannot be the sole replacement for other forms of recruiting. Employers must maintain a diversity of recruiting methods in order to reach different groups of candidates, avoid disparate impact discrimination, and maintain diversity. Reliance on Internet-only recruiting may also be ineffective for certain positions.

Commercial Websites

In addition to corporate home-site recruiting, employers are turning more and more to commercial "job boards" to reach potential candidates. These mammoth websites list millions of job openings in every conceivable industry. As the job sites grow, many employers find that they become lost under the landslide of job openings, and job applicants feel overlooked in the crowd of jobseekers—highly qualified and otherwise.

In order to combat the problems of sheer volume and applicant quality at job sites like Monster.com and HotJobs.com, employers are looking for ways to focus on

smaller, more targeted applicant groups. Some ideas for doing this are contained in the section on Recruiting Hot Tips, later in this report.

Measuring the Effectiveness of Commercial Websites

Measuring the costs and quality of the candidate drawn in by a commercial online recruiting site is very much like measuring the quality of a candidate drawn in by your own corporate site (see criteria listed in previous section).

To ensure the effectiveness and later gauge the effectiveness of the job boards you are considering or that are currently in use, consider the following additional criteria:

Get to know the vendor. Before signing on the dotted line, shop out recruiting/job site vendors to get a clear vision of how jobs are posted, prioritized, sorted, and displayed for applicants.

Don't get lost in the crowd. Determine how your organization would match up against larger organizations on the site with more job postings. If there is a way to distinguish yourself from the larger, more dominant site users, do it.

Don't overpurchase. Understand all services offered and determine which ones work for you. Don't overpurchase packages with bells and whistles that you don't need to achieve your recruiting objective.

Check for compatibility. Review the job site's ease-of-use for both users and system administrators, including comprehensive and user-friendly help files, robust product/service search and order tracking technology, and the ability for procurement personnel to modify workflow, business rules, or user profiles without IT involvement.

Evaluate both quantitative and qualitative criteria. These include, but are not limited to, the ability to meet your company's predetermined requirements, data collection and performance measurement, flexibility in customizing contract provisions, service level agreements and pricing, and signs of overall integrity, a focus on outcomes, a desire for a genuine partnership, and a cultural fit with your organization.

Check references. Ask for at least three references to rate the vendor against the above criteria and ask about their satisfaction with customer service/technical support, and any "best practices" or "lessons learned" they're willing to share. Be sure to contact former clients, as well as current ones, to ensure a well-rounded assessment of a vendor's capabilities and business practices.

Tips for Better Online Ads

When writing an online employment advertisement, consider the following tips:

- ◆ **Entice the applicant.** Don't use the job ad summary space to list all the job requirements. Instead, use the job ad summary to sell the personal opportunity available, and explain to the potential applicant what they can achieve. Then, once the applicant has clicked through to the full ad, provide more detail about the organization, the job, and job benefits.
- ◆ **Include the right information.** In the online advertisement, include the following information:
 - The job opportunity and expectations
 - The rewards provided

- Information about and location of your business or organization
- Your selection criteria
- Details of where applicants should forward their applications
- ◆ **Use traditional titles, keywords, and categorizations** to ensure that the right candidates are finding your postings. Certain catch phrases and terminology may also attract applicants from distinct generations.
- ◆ **Compare competitive postings** to ensure that job opportunities and expectations are competitive. Look at job postings for similar jobs in order to differentiate yourself from the competition.

Recruiting Hot Tips

As the workforce demographics in the United States continue to shrink, and the pool of available talent starts to dry up, employers will be forced to become more inventive with the means by which they find new talent. Employers that maintain only standard recruiting methods will continue to fall behind in the war for talent.

In waging the war for talent, employers may wish to distinguish themselves by implementing inventive recruiting methods. Some ideas for innovative recruiting are discussed below, including:

- ◆ Using blogs and other emerging resources
- ◆ Focusing on recruiting methods that motivate certain generations of candidates
- ◆ Generating referral networks
- ◆ Branding the organization as an employer of choice

Using Blogs and Social Networking Sites For Recruiting

Blogs—Not Just for Chatting Anymore

A blog (short for “weblog”) is an online journal that is frequently updated and intended for general public consumption. Blogs are defined by their format—a series of entries posted to a single page in reverse-chronological order. Topics sometimes include brief philosophical musings, commentary on issues of interest, and links to other sites the author favors, especially those that support a point being made on a post.

Blogs often attract like-minded participants who, in turn post their conversational Web entries. Blogs afford recruiters the opportunity to look into an individual’s thought process, their level of expertise, and their ability to communicate with others. Blogs also are fairly well organized by topic, area of expertise, industry, and other ways that lend themselves to high level recruiting. For example, blogs exist for biology professionals, lawyers, doctors, human resources professionals, and retail employees. The types of blogs on the Internet are as endless as the people who create them—and the opportunities for recruiting are equally rich.

To find the list of blogs available to you, go to any search engine and type in the job/specialty/industry you are recruiting in, and the word “blog” and start reading.

Social Networking Sites as a Recruiting Device

Social networking sites are websites designed for individuals to communicate with friends and virtual acquaintances via the Web, e-mail, and instant messaging (IM). Social networking sites originally began as dating websites and websites used to socialize online. Social network site users establish personal Web pages where they post information about themselves, their interests, skills, likes, dislikes, and sometimes a surprising array of personal information usually reserved for close friends and family.

While only a minority of workers would post their résumés on social networking sites such as MySpace, Facebook, or Friendster, the numbers may begin to rise as more employers begin to use the sites as recruiting and prescreening tools.

MySpace is the third most popular site in the U.S., with 93 million profiles and growing. As such, it presents a unique opportunity to recruiters to reach out to potential candidates. In fact, the U.S. Marine Corps has already utilized MySpace and maintains profiles in order to recruit from the site. Since many social networking sites may be searched by geographic area, areas of interest or expertise, education, and many other recruiting-related criteria, the sites become a valuable search tool for great candidates. Other social networking sites include Tagged, Bebo, and Bolt. Most attract people under 30 years old—the coveted recruiting group, Generation Y.

Targeting Specific Groups

Specific candidate groups and skill groups can be targeted by using networking sites that also target these individuals. Some of these other targets include:

- ◆ **College students.** There are many sites for recruiting college students, such as hotjobs. Talk with your local college career office.
- ◆ **High school students.** Sconex is a networking site that is limited to high-school users.
- ◆ **Retail employees.** Retail workers are a diverse bunch, and MySpace offers access to hundreds of thousands of retail workers from top brands. For example, retail giant Best Buy has a member-supported group on MySpace full of current and past employees. There are also special-interest group sites like softball and skiing, which are great if you run a sporting goods store or ski resort.
- ◆ **Geographic locations.** Some of the smaller sites get most of their traffic from a single state and make it easy to target individuals that live close to your facilities.

Dangers of Using Blogs and Social Networking Sites

As you may already suspect, there are some dangers inherent with using a social networking site or blog for recruiting purposes. These dangers include:

- ◆ **Violation of an individual’s privacy.** Contacting an individual through a blog or social site is still a largely unique practice. Therefore, most individuals using these sites for recreational purposes do not expect to be contacted for professional reasons. They may feel violated or defensive and may not be receptive to recruiting efforts.

- ◆ **Discrimination.** Some blogs and many social networking sites allow users to search their sites for users by age, sex, and other protected characteristics. Of course, conducting a candidate search using these criteria is discriminatory and illegal.
- ◆ **Getting lost (and loving it).** Blogs and social sites are not designed for recruiting, so it is easy to “lose your way” when navigating through the masses of profiles populating these sites. Although the information shared on the sites is interesting and fun, it is not always well targeted for recruiting purposes. Remember to stay focused, keep your “eyes on the prize”—finding and hiring talented people who fit your organization.

Finding Out What Motivates Candidates

In order to reach the candidates you are looking for, it is important to connect with them on a level that the candidates understand, are drawn to, and that they want to be a part of. In order to do this, you must know who your candidates are, where do they spend time? What are their likes and dislikes? What makes them “tick”? If you know these things, and use them in your everyday recruiting efforts, the qualified candidates will come.

Speaking the Candidate’s Language

In order to motivate candidates, it is important to know what language they speak. Understand the different communication styles of different generations. For example, typically Baby Boomers (those born between 1941 and 1964) prefer formal, written communication. Generation Xers (those born between 1965 and 1980) prefer instant communication, and Generation Ys (born between 1980 and 2000) are (or will be) accustomed to virtual communication.

When communicating with candidates from the various generations, keep in mind that effective communication may require a variety of channels for communication. Putting out the recruiting message on various channels (print ads or the Internet, for example) ensures that you reach age- and talent-diverse candidates.

Publicizing the Perks

Finding out what motivates a candidate and a successful employee is critical to employee recruiting and retention. In order to focus the appealing perks and benefits offered by your organization, survey your employees. What do they like about their job and benefits? What attracted them to your organization? Is it the flexible hours, the employee discounts? The health insurance? You might think you know, but don’t neglect to ask. When you know the answers to these questions, publicize what you learn. Get the word out on recruiting networks about what you offer that distinguishes you from the competition.

Generating Referral Networks

Where do some of the best new hires come from? Employee referrals. Employees often know the quality and type of candidate who will “fit” their organization as well as any professional recruiter. Employees in certain industries (healthcare, finance, and others) maintain social networks with former co-workers and are easily able to communicate about job openings and corporate hiring. These referral

networks are powerful tools for hiring candidates who are not actively searching for a new job and for luring talent to your workplace.

Making a Referral Program Work

When establishing an employee referral program, remember to make the program easy to run. Give employees easy access to referral forms, make the referral program easy for employees to understand. Roll out the program in steps in order to keep the momentum going. To avoid an onslaught of referred candidates, phase the program in and, as time goes on, and there are success stories, the referrals continue to flow in throughout the duration of the program.

Finally, make sure that the referral program is set up to follow every lead and respond to every individual referral. Since the referral program is built on relationships, you don't want to slight a personal referral from an employee—no matter whether the candidate is desirable or not.

Rewards for Referrals

For your employee referral program, consider an array of rewards for referrals. Monetary rewards may be appropriate, but so may gift certificates, cash equivalents, or access to a catalog of rewards. Also consider phasing in the reward based on the amount of time that the new hire stays with the company. If the referred employee stays 6 months, a year or 2 years, the referring employee's reward is gradually increased.

Including Employees in the Selection Process

Although employees should not be involved in hiring decisions made from their own personal referrals, they may be valuable in the selection of other candidates. Employees can assist you in reviewing résumés and qualifications of potential candidates and can help you interview people to assess their potential "fit" within your company.

Organizations that fail to use employees to assess potential employees are underutilizing one of their most important assets. People who participate in the selection process are committed to helping the new employee succeed.

Employer Branding

The publicity your organization receives in the news, newspapers, on television and the Internet can be critical to your recruiting efforts. Positive mention in the media can create a "buzz" around your company, locally or nationally, that will draw qualified candidates to you.

In order to create this "buzz," consider your policies and practices for retention, motivation, accountability, reward, recognition, flexibility in work-life balance, promotion, and involvement. Become an employer with "best practices." Become an employer of choice. When your employees are proud, people listen and talk about your organization.

Conferences, meetings, and professional sites. Current staff members can also be instrumental in branding by actively participating in industry professional associations and conferences. At these functions employees are likely to meet

candidates and get the good word out on your organization. Professional association websites and magazines may also provide a great opportunity to advertise for your organization and recruit professional staff.

Recruiting at Associations

When your employees start utilizing associations to recruit, remember that a few ground rules apply:

- ◆ **Make new friends, but keep the old.** It is tempting to gain a certain level of familiarity with some association members and not reach out to newer or different members. Remember to “float” at association meetings, meeting new talent and prospective candidates. Remain a free agent, establish your presence, and soak up information rather than talking about yourself.
- ◆ **Represent who you are and what you know.** Associations are always looking for speakers and experts to lecture at meetings. Consider what you know and best practices your organization can brag about to association members. Use speaking engagements as an opportunity to get the word out and to recruit.
- ◆ **Get in it for the long run.** Remember that solid relationships with associations take time. Occasionally dropping into a meeting and trading business cards will not work. You must get involved, establish yourself as a serious participant, and go from there.

Professional associations can be a doorway into the specific professions you most need to recruit talented workers. Study your talent needs, then identify the associations that offer the most potential. With the right approach and a commitment to a long-term relationship, this strategy offers high potential for building a talent pipeline for the challenging future.

Internal Sources for Recruiting Employees Checklist

The more questions to which you answer “Yes,” the more use you make of internal sources for job openings.

| General | Yes | No |
|---|--------------------------|--------------------------|
| Do you recruit from within? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is one person/department responsible for internal sourcing of applicants? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is that one person or department evaluated based on the success of internal sourcing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is internal applicant sourcing coordinated with external applicant sourcing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Policy | | |
| Do you have a written policy concerning internal applicant sourcing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you communicate open positions: | | |
| On bulletin boards or intranet? | <input type="checkbox"/> | <input type="checkbox"/> |
| In internal publications? | <input type="checkbox"/> | <input type="checkbox"/> |
| Via e-mail? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you ask management to identify job candidates? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you encourage hourly employees to refer job candidates to you? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you pay a bonus to employees who make referrals to you? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are these bonuses limited to circumstances where the individual is hired and is successful on the job? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you encourage employees to apply for open positions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you provide training for employees to enable them to qualify for promotions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you publish the job analysis/qualifications for open positions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you provide to employees a description of the jobs, including a job analysis/qualifications, when they express interest in applying for future openings? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you make it easy for employees to obtain information about possible future promotions so they can identify the training they need to qualify when a position becomes open in the future? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you show the same courtesies in rejecting an internal applicant as you do an external applicant? | <input type="checkbox"/> | <input type="checkbox"/> |

| | Yes | No |
|--|--------------------------|--------------------------|
| Are internal candidates given the same courtesy as external candidates? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you prohibit managers from retaliating against employees who apply for a new position? | <input type="checkbox"/> | <input type="checkbox"/> |
| Discrimination | | |
| Have you considered whether internal applicant sourcing may contribute to the continuation of discrimination against minorities? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you review your applicant flow records for evidence that your internal sourcing of candidates may be discriminatory? | <input type="checkbox"/> | <input type="checkbox"/> |
| Does your internal sourcing system coordinate with your affirmative action plan? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are internal and external candidates evaluated using the same criteria? | <input type="checkbox"/> | <input type="checkbox"/> |

External Sources for Recruiting Employees Checklist

The more questions to which you answer “Yes,” the greater and better use you make of sources for recruiting employees.

| | Yes | No |
|--|--------------------------|--------------------------|
| General | | |
| Do you have goals for external applicant sourcing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are the goals in writing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is there a budget for applicant sourcing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is that budget analyzed for efficiency? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is one person or department evaluated on the success of your applicant sourcing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you coordinate your applicant sourcing with your: | | |
| Recruiting policy? | <input type="checkbox"/> | <input type="checkbox"/> |
| Job descriptions and qualifications? | <input type="checkbox"/> | <input type="checkbox"/> |
| Testing of applicants? | <input type="checkbox"/> | <input type="checkbox"/> |
| Budget process? | <input type="checkbox"/> | <input type="checkbox"/> |
| Training of managers in how to hire? | <input type="checkbox"/> | <input type="checkbox"/> |
| Affirmative action plan? | <input type="checkbox"/> | <input type="checkbox"/> |
| Evaluation process? | <input type="checkbox"/> | <input type="checkbox"/> |
| Policy | | |
| Do you use any of the following sources for applicants: | | |
| Internet/online advertisements? | <input type="checkbox"/> | <input type="checkbox"/> |
| Newspaper advertisements (e.g., national, local, weekly, special interest)? | <input type="checkbox"/> | <input type="checkbox"/> |
| Word of mouth? | <input type="checkbox"/> | <input type="checkbox"/> |
| Bulletin board postings? | <input type="checkbox"/> | <input type="checkbox"/> |
| Outside recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Internal recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Radio advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Television advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Referral from placement offices of educational institutions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Alumni associations? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you use any of the following sources for applicants: | | |
| Magazines? | <input type="checkbox"/> | <input type="checkbox"/> |
| Trade publications? | <input type="checkbox"/> | <input type="checkbox"/> |
| Billboards? | <input type="checkbox"/> | <input type="checkbox"/> |
| Professional associations? | <input type="checkbox"/> | <input type="checkbox"/> |
| Job fairs? | <input type="checkbox"/> | <input type="checkbox"/> |

| | Yes | No |
|--|--------------------------|--------------------------|
| Fliers? | <input type="checkbox"/> | <input type="checkbox"/> |
| Employment agencies? | <input type="checkbox"/> | <input type="checkbox"/> |
| State employment offices? | <input type="checkbox"/> | <input type="checkbox"/> |
| Managers? | <input type="checkbox"/> | <input type="checkbox"/> |
| Hourly employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| Former employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| Community groups? | <input type="checkbox"/> | <input type="checkbox"/> |
| Other: _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you ask employees to suggest sources for external applicants? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you encourage employees to help recruit applicants? | <input type="checkbox"/> | <input type="checkbox"/> |

Analyzing Hiring Costs Checklist

The more questions to which you answer "Yes," the more you analyze the cost of hiring employees and the greater use you make of the information obtained.

| | Yes | No |
|--|--------------------------|--------------------------|
| Is one person or one department responsible for analyzing hiring costs? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you have stated goals with regard to the cost of hiring new employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| Are these goals in writing? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you analyze the cost of hiring new employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| Does your analysis include: | | |
| Salaries of any recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Advertising for new employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| Hours spent interviewing and testing new employees? | <input type="checkbox"/> | <input type="checkbox"/> |
| Compensation paid to current employees for interviewing and testing new hires? | <input type="checkbox"/> | <input type="checkbox"/> |
| Number of new hires made in a year? | <input type="checkbox"/> | <input type="checkbox"/> |
| Average training time for new hires to learn how to do their jobs efficiently? | <input type="checkbox"/> | <input type="checkbox"/> |
| Cost of training in terms of compensation paid to new hires? | <input type="checkbox"/> | <input type="checkbox"/> |
| Increase (or decrease) in compensation due to new hires? | <input type="checkbox"/> | <input type="checkbox"/> |
| Reason you need to hire a person (e.g., turnover, increased sales, increased customer complaints)? | <input type="checkbox"/> | <input type="checkbox"/> |
| Amount of raise (if any) that would have caused the employee you are replacing to stay? | <input type="checkbox"/> | <input type="checkbox"/> |
| Cost of any temporaries hired to perform services while looking for a replacement of an employee? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is this analysis performed at least yearly? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you use the analysis to evaluate your: | | |
| Goals? | <input type="checkbox"/> | <input type="checkbox"/> |
| Policies? | <input type="checkbox"/> | <input type="checkbox"/> |
| Budgets? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you use the analysis to evaluate and award: | | |
| Your managers? | <input type="checkbox"/> | <input type="checkbox"/> |
| Your recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| The person responsible for the analysis? | <input type="checkbox"/> | <input type="checkbox"/> |

Factors to Analyze

| | Yes | No |
|---|--------------------------|--------------------------|
| Do you know the sources of your applicants? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you analyze the number of successful applicants based on the cost of the mechanism used to recruit them? | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you know whether the most successful applicants are recruited by: | | |
| Internet/online advertisements? | <input type="checkbox"/> | <input type="checkbox"/> |
| Newspaper advertisements? | <input type="checkbox"/> | <input type="checkbox"/> |
| Word of mouth? | <input type="checkbox"/> | <input type="checkbox"/> |
| Bulletin board postings? | <input type="checkbox"/> | <input type="checkbox"/> |
| Outside recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Internal recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Radio advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Television advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Referral from placement offices of educational institutions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Other: _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you know the cost of: | | |
| Internet/online advertisements? | <input type="checkbox"/> | <input type="checkbox"/> |
| Newspaper advertisements? | <input type="checkbox"/> | <input type="checkbox"/> |
| Word-of-mouth advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Bulletin board postings? | <input type="checkbox"/> | <input type="checkbox"/> |
| Outside recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Internal recruiters? | <input type="checkbox"/> | <input type="checkbox"/> |
| Radio advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Television advertising? | <input type="checkbox"/> | <input type="checkbox"/> |
| Referral from placement offices of educational institutions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Other: _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Do you realize these costs in terms of the: | | |
| Number of applicants generated? | <input type="checkbox"/> | <input type="checkbox"/> |
| Number of applicants hired? | <input type="checkbox"/> | <input type="checkbox"/> |
| Length of time the people hired work for you? | <input type="checkbox"/> | <input type="checkbox"/> |
| Success of the people hired? | <input type="checkbox"/> | <input type="checkbox"/> |

HR

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