

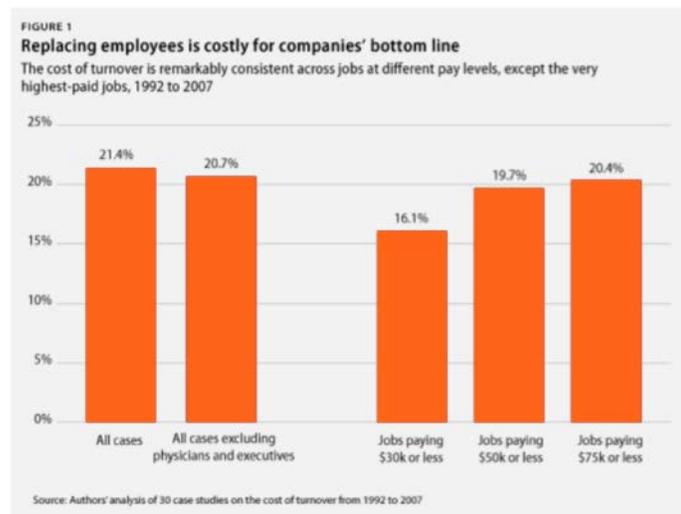


RECRUITING TOP TALENT

..... toolkit

WHY SHOULD I WORRY ABOUT RECRUITING, WHEN I HAVE SO MANY OTHER THINGS TO WORRY ABOUT?

Having a fine-tuned recruiting process is important for many reasons: the biggest reason is that employees are expensive. They are often the largest cost to small businesses. Additionally, the cost of employee turnover can be incredibly painful for an organization, particularly if you're losing employees before they reach their full productivity. Take a look at the graph below.



On the other hand, top-performing employees can provide your greatest return on investment.

According to the Harvard Business Review, a high-performing employee can deliver 400% more productivity than an average performer.

To compete and win in an increasingly competitive market, small businesses need to find more high-performing employees. In an environment where there are many more jobs than there are qualified candidates, it's necessary to up your recruiting game to make sure you are getting the best possible employees for your company.

We understand that small business leaders have a lot on their plates and a limited number of hours in the day. That's exactly why we developed a step-by-step process for revamping your recruiting methods to help you find and recruit the very best employees.

REVAMPING YOUR RECRUITING PROCESS STEP-BY-STEP





DEVELOP ACCURATE JOB DESCRIPTIONS

Maintaining accurate job descriptions and updating them regularly makes your job of recruiting much easier. You will use your job descriptions to develop your job advertisements and craft your interview questions. They also provide a framework of skills to look for in a prospective employee.

TIPS FOR WRITING A JOB DESCRIPTION:

- Have someone who is currently working in the position assist you with writing the job description. Focus only on the necessary skills for the job.
- Make sure the title aligns with the job description. For example, does a Manager of Marketing have different duties than a Supervisor of Marketing?
- Keep all job descriptions in your organization up-to-date by reviewing 25% of them each year. This rolling review process will prevent you from having to overhaul all job descriptions at once.
- A Plus Benefits can assist you with developing job descriptions and determining the appropriate pay ranges for each position. These Salary Surveys cost \$10 per position and may include several comparable jobs with different titles to contrast different functions of jobs with similar titles.

The job description template on page four and job description examples on pages five and six can help you get started.

JOB DESCRIPTION TEMPLATE

Title of Job

Give a brief overview of the job:

Essential Duties and Responsibilities:

- List daily tasks/responsibilities.
-
-
-

Competencies:

- List characteristics/experience of the person you want to hire.
-
-
-

Qualifications:

- Enter in any qualifications needed to perform the job, such as education or knowledge.
-
-
-

Physical Demands:

- List any physical requirements/demands. Be as specific as possible to ensure those who may need accommodations are able to have them or have an understanding that the job may not be a good fit.

Work Environment:

- Describe the work environment employees will be in and could encounter when working.

JOB DESCRIPTION EXAMPLE #1

Receptionist

Job Type: Full-Time, Non-exempt

This position represents the face of the company as the first person our customers see and the first voice they hear. We require an outgoing, friendly, professional individual for this role. The receptionist greets customers and visitors, answers telephones and directs callers, assists with new hire paperwork, handles incoming and outgoing mail, responds to correspondence, and assists with any other company needs.

Daily essential duties and responsibilities include, but are not limited to the following:

- Greets incoming customers and visitors
- Assists with new hire paperwork
- Ensures drug testing and E-verify are completed for the appropriate clients
- Answers multi-line phone system
- Distributes incoming and outgoing mail
- Responds to correspondence from clients and various sources
- Assists other employees with company needs

Competencies: Excellent customer service and interpersonal skills, continually-developing technical skills, data analysis skills, ability to generate creative solutions, detail-oriented, problem-solving skills, strong oral and written communication, team player, visionary leadership and business-minded, cost-conscious, upholds organization values and goals, exhibits sound judgment, is easily adaptable, dependable and punctual, and is innovative strategic thinker.

Education and/or Experience: Minimum of two years related experience with a high school diploma.

Language Skills: Ability to read, comprehend, and write simple instructions and short correspondence in English. Ability to present information in small to mid-size group settings.

Mathematical Skills: Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, and percentages. Ability to apply concepts of basic algebra and geometry.

Reasoning Ability: Ability to carry out written and verbal instructions.

Computer Skills: Various Microsoft program knowledge, including Word, Excel and Outlook; Salesforce CRM software; HRIS systems; Payroll systems.

Physical Demands: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to sit, use hands, talk, and listen. The employee is occasionally required to stand, walk, and reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds.

Work Environment: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is medium.

JOB DESCRIPTION EXAMPLE #2

Senior Leadership Consultant
Job Type: Full-Time, Exempt

Job Description: That's a cool job! I want it!

Are you passionate about helping small businesses? Do you think effective leadership has the power to change the world? Are you an entrepreneur at heart, but haven't ventured out on your own because you like stability?

We're looking for an experienced, creative, dynamic, Leadership Development Consultant to join our team. If you have designed leadership programs, facilitated workshops, coached executives, and dreamed about changing the world, we want to talk to you!

The ideal candidate (hopefully you) has designed customized leadership programs for both the C-suite to the supervisor level, and all leadership levels in between. You understand the minutia behind developing quality content that will help our leadership audience engage their people, simultaneously grow their organizations and their bottom-line, all while becoming world-class. Some experience with design and marketing is a strong plus.

Responsibilities: I want to and can do that!

- Design and create leadership development programs for small business leaders, ranging from interpersonal skill strengthening to coaching tools and everything in between
- Collaborate with our sales and client account management teams to grow our leadership consulting practice with current clients and prospective clients
- Facilitate leadership workshops and strategic off-site training for leadership teams and individuals
- Drive for results by building content that is far reaching, helping us connect beyond the classroom

Requirements: I've already done that or have that!

- Six+ years leadership/learning development experience creating, building and delivering content
- Skilled in adult learning theory with proven ability to define outcomes and metrics that impact the bottom line
- Ability to influence and get people excited about a direction, and mobilize them to action
- Ability to think strategically
- Passion for creating tangible tools and resources for leaders
- Ability to work on problems of complex and diverse scope, and to identify creative alternatives
- Effective in communicating conceptual ideas, detailed designs, and rationale, both verbally and visually
- Demonstrated ability to work collaboratively in diverse, cross-departmental teams

Education: Got it!

MBA/MA/MS a plus in instructional design, organizational behavior or psychology
BA/BS a must

Benefits & Perks: Wow! This is really cool!

We offer a competitive salary, benefits, and unparalleled growth and development opportunities in a fast-paced environment that recognizes you have a life outside of work, too. Not to mention a soda fountain and a Fitbit. This isn't a job – it's a life changer. Are you ready?



CREATE AN IDEAL CANDIDATE PROFILE

Develop a success profile of what the “perfect candidate” looks like for your open position. Consider which employees are performing really well at your organization. What qualities do they have that you would love to duplicate? What employees are not performing well? What might be missing? Jot down your thoughts to ensure you know exactly what you’re looking for using the worksheet on page eight.



CHECK YOUR ONLINE EMPLOYER REPUTATION

More and more job candidates are searching online for information about potential employers before applying for open positions. According to the Society for Human Resource Management, 75% of candidates conduct research on the company and the job before applying. A job candidate’s search often extends beyond the information you can control, such as your website, blogs and social media pages, to online review sites.

One of the most popular sites is Glassdoor.com, which allows employees and former employees of your organization to anonymously review you as an employer. They can provide details about their experience as an employee and even include information about the benefits offered and salary range.

These sites can be a great recruiting tool for employers, as long as the information is positive. A large number of negative reviews could deter a great job candidate from even applying. Spend time reading reviews to gain insight into how employees really feel about working for your organization. Be sure to take the information for what it is, however because employees (like customers) are more likely to leave a review when they are upset.

IDEAL JOB CANDIDATE PROFILE WORKSHEET

Name the three highest-performing employees in your company.

1. _____

2. _____

3. _____

What three qualities do you value most in each of these employees?

1. _____

2. _____

3. _____

What qualities are the same or similar among the three employees listed above?

What three qualities do you think are missing from the lowest-performing employees at your organization?

1. _____

2. _____

3. _____



DRAFT THE JOB POSTING FOR THE POSITION

Using your job description as a guide, you can develop a job posting that highlights the most important aspects of the job such as responsibilities, experience, and qualifications.

Tips for successful job postings:

- Keep postings short. Applicants will lose interest in the position if it's too long.
- Include a link to the complete job description so interested candidates can find additional details.
- It can be helpful to post a pay range.
- Make sure job postings are gender neutral and non-discriminatory.
- Keep all job postings for one year in case a discrimination case arises.
- Include a "hook" to get the reader of your posting interested in the position.

Example of a "hook" to interest applicants:

"Are you a fun, energetic, outgoing individual who is looking for a new, exciting opportunity? We have an opportunity for you! Our company is looking for a customer service representative to help us maintain our excellent customer service reputation as our business grows. We offer many benefits, such as monthly staff lunches, fun company events, and full health benefits. We invite you to apply and look forward to you joining our team!"



POST THE JOB WHERE YOU CAN GENERATE TRAFFIC

Posting the job where it will reach many different candidates or the right types of candidates will help generate the best pool for you to choose from. Think about the places where your ideal candidate (from the profile you created earlier) would be looking for a job. The next page includes some ideas to help you get started.

Helpside can assist you with posting jobs and send you resumes for all candidates that respond. The fee for this service depends on where you would like the job posted. For assistance with this, please contact our HR Department at humanresources@helpside.com.

WHERE TO FIND JOB CANDIDATES

There are many options for employers when considering where to post a job to find the best possible candidates. Here are a few ideas:



Your internal employees can be an excellent resource for finding new employees. According to Jobvite, 67% of employers and recruiters said the recruiting process was shorter, and 51% said it was less expensive to recruit via internal referrals.

Indeed.com reaches the most candidates and is one of our favorite job sites to post to because of the great response we receive. Many job seekers across the United States and the world search here for jobs. You can elect to have candidates answer some basic questions when applying, which helps you narrow applicants to only those most qualified. There is a fee of \$7 per day for each posting or \$210 for 30 days. This gives you the flexibility to leave a posting up as long as needed to find the best candidate for the job.

KSL.com is a great tool for Utah-based organizations and job seekers. KSL charges a one-time \$100 fee per posting, regardless of how long your job is posted, and allows you to keep the post listed for up to 60 days. Other local news/media outlets offer similar options if you are looking to fill a position outside Utah.



Monster.com has a wide-reaching national and international audience. We have had some success using them in the past, but prefer Indeed.com for their flexible pricing and overall quality of candidates. This site charges a one-time \$310 fee every 30 days for each posting.

Utah Department of Workforce Services has a free job posting resource for Utah-based organizations. Most states offer something similar through their local Department of Labor office.

LinkedIn is a tool to seek out and target qualified candidates by reviewing profiles through the search function. There are both free and paid recruiting tools available through LinkedIn. You can also just post the job to your company page and your personal page (and ask your management team to do the same) to let your network know you're hiring.

Local universities are a great place to find job seekers who may be fresh out of college or students looking for work. This can be particularly helpful for positions you may have that require a college degree, but may not require extensive experience. Employers may go to the university's web page and search for the job posting section. **Helpside** can help with university postings. We've partnered with several universities in the state, including Utah State University, University of Utah and Utah Valley State College.

Trade associations and networking groups often provide job posting services on their websites or in their meetings. Check and see if any of the associations or groups you are a part of offer this to members. You may also seek out organizations you are not a part of that may still allow you to post or announce specialized positions that might appeal to their members.





REVIEW RESUMES AND IDENTIFY THE BEST CANDIDATES FOR THE POSITION AND YOUR COMPANY

Remember as resumes are coming in: it's about quality, not quantity. Even if you only receive a few responses to your job posting, if they fit the company and the position well, your posting was successful. Select a few of the top candidates to continue through the interview process.

KEEP IN MIND:

- Some candidates may not have a lot of experience but are a great cultural fit for your company. Depending in the position, it may be easy to hire for fit and train for the job.
- Make sure to keep all job applications and resumes you received for any open position for one year in case of any potential discrimination cases. You may also be able to pull from the pool of applicants for another open position in the future.
- Send a thank-you email to those you did not select for the initial interview process.



CONDUCT INITIAL PHONE SCREENING INTERVIEWS

Conducting a phone interview can help weed out candidates who may not be a good fit, and help you find better candidates for in-person interviews. Use the same list of questions to screen each candidate to ensure consistency and to make your job easier. The example on the next page can be a great place to start developing your phone screening questionnaire.

TIPS FOR PHONE SCREENING:

- This is a great time to review information on their resume or clarify something you don't understand, such as a gap in employment or how their past experience relates to the current position.
- You can also ask questions that will help you determine if someone will be a good cultural fit for the organization.
- Give candidates a date when you will get back to them with the outcome of the interview and make sure to follow through.
- You may decide that all candidates you conducted a phone screening with should participate in an in-person interview, or you may remove some candidates from the running at this point, depending on the outcome of your discussions.
- The phone screening can also be a good time to let candidates know of any pre-hire screens such as drug screens, background checks, and reference checks that will take place should they be offered the job.
- Keep all interview notes with resumes for one year in case of any discrimination cases.

INITIAL PHONE SCREENING INTERVIEW EXAMPLE

1. According to your resume, you have over nine years of website design experience. Is that correct? Tell me about your most recent project.

2. We require that applicants for this position have experience with Adobe Creative Cloud products. Tell me about how you have used this software in the past?

3. What are the three things you like best about your current (or most recent) job?

4. What three things do you wish you could change about your current (or most recent) job?

5. What interests you most about working for our company?

Selected for in-person interview: Yes _____ No _____

Interview date and time: _____



CREATE AN INTERVIEW GUIDE AND SET UP IN-PERSON INTERVIEWS

Invite each candidate who performed well in the phone screening to participate in an in-person interview. Behavior-based interview questions can help you get a better idea of how the candidate may perform in the position. The template on the next page is a great starting point for developing interview questions.

During the interview, you will also get a feel for the candidate's personality to determine if he or she is a good fit for your organization and company culture.

Solicit questions from the job candidate as well. An interview should be a two-way process.

Make sure to let the candidates know when a decision will be made and what the rest of the recruiting process will be like. Send thank-you emails to any candidates who drop out of the running after the in-person interview.

THINGS NOT TO ASK:

- Do NOT ask the candidate their age, sexual orientation, sexual identity, race, religion, political affiliation, marital status, if they are pregnant, if they have ever been arrested, have children, or have any mental/physical disabilities
- Do NOT call references or past employers without the candidate's permission
- Do NOT promise anyone a job before an interview

IN-PERSON INTERVIEW GUIDE TEMPLATE

Candidate's Name: _____ Interview Date: _____

Interviewer: _____

Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.

Give two examples of things you've done in previous jobs that demonstrate your willingness to work hard.

When you disagree with your manager, what do you do? Give an example.

In your opinion, what are the key ingredients in maintaining successful business relationships? Give examples of how you've made these work for you.

Tell me about a situation where attention to detail was important in accomplishing an assigned task.

What sorts of projects did you participate in during your previous employment that required you to go beyond your job description?

On occasion, we are confronted by dishonesty in the workplace. Tell me about such an occurrence and how you handled it.

Tell me about a time when you took responsibility for an error and were held personally accountable.

Give me an example of a situation in which you had difficulties with a team member. What, if anything, did you do to resolve the difficulties?

If you could create your ideal job and working environment, what would it look like?

What questions do you have about the position?

What questions do you have about our company?

Other Questions:

Comments:

Hired: Yes _____ No _____

Start Date: _____

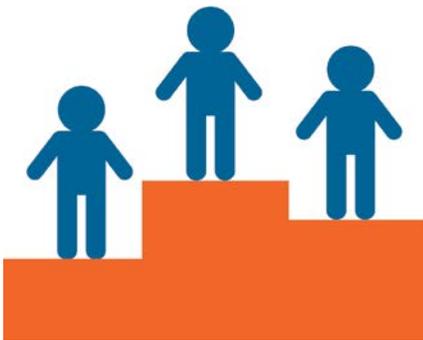
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Status: _____



CONDUCT A FINAL INTERVIEW WITH THE ONE OR TWO CANDIDATES YOU REALLY LIKE

This is a great opportunity to ask some questions you may have thought of after the initial interview, or to clarify something you didn't understand. Consider inviting other employees who work in the department or will be working closely with the new hire to listen in and ask a few questions of their own. You could also take the candidate to lunch with a few team members to see how they get along. Having a more informal conversation with peers may give you greater insight into the candidate's personality (still keep in mind the "things not to ask" on page nine) and likelihood of cultural fit.



SELECT THE BEST CANDIDATE

After each second interview, review your notes and determine how closely the candidate matches the "Ideal Job Candidate Profile." Select the candidate who will be a good cultural fit, get along with employees, and will have the greatest chance of success in the new position. Remember to send out thank-you emails to those not selected for the position.



MAKE THE OFFER AND ONBOARD

Make the offer to the selected candidate. Creating a formal offer letter that can be sent via email after a verbal offer of employment has been made is a great way to ensure the candidate understands the details of the offer. The template on the next page can get you started in creating your own offer letter.

Once the offer has been made and accepted, refer to our helpful [Onboarding Toolkit](#) for tips, tricks and templates to use from this point forward.

OFFER LETTER TEMPLATE

Date

Applicant Name

Street Address

City, State Zip

Re: Offer of Employment

Dear (*Applicant Name*),

On behalf of the owners and managers of (*Company Name*), I wish to express our appreciation for the time and effort you have invested during the interview process. I am excited to extend to you an offer of employment.

It is proposed that your first day of employment with us will be (*Month Day, Year*). Your position will be (*Position Title*). This is a (*full-time/part time*) position with an FLSA status of (*non-exempt/exempt*). Your initial wage will be (*\$XX.XX per hour*). All employment with (*Company Name*) is on an at-will-basis. This letter is not an offer for employment on any basis other than at-will. Employment on any other basis must be in writing and signed by the CEO of (*Company Name*).

Other elements and benefits of the position are:

Regular work week: *40 hour workweek - hours are generally 8:00 am to 5:00 pm*

Work days: *Monday – Friday (work on the weekend is a rare exception)*

Paydays: *Employees are paid on a bi-weekly basis. Based on your proposed start date, your first pay date will be Month Day, Year*

Supervisor: *Your supervisor will be (Supervisor Name), and you will be assigned to the (Department Name)*

Paid Time Off: *List amount and accrual system, if applicable*

Paid Holidays: *List days, if applicable*

Health Insurance: *When benefits start for employee (60-day waiting period, etc.)*

Other insurance: *Dental, vision, accident, and others available at employee's expense*

401(k) Retirement: *If applicable*

Please contact (*me or supervisor*) by the end of the business day on (*Month Day, Year*) to acknowledge your acceptance of this job offer and the terms described in this letter.

You will be required to submit to a background check before beginning employment and must submit to a drug and alcohol test on the first day of employment (*if applicable*).

Please complete and return the enclosed Background Check Authorization form and return via email (*supervisor e-mail address*) or fax (*fax number*).

You will be required to complete a Form I-9 on the first day of employment. Please bring with you the first day of employment the documents required to complete the Form I-9 (generally this is a current driver's license and social security card, or a passport, please let me know if you have any questions about acceptable documents).

On behalf of (*Company Name*), I am pleased to extend this offer of employment and I look forward to working with you. We hope you will find your time with our company a rewarding and satisfactory experience. If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

(*Supervisor Name*)

(*Supervisor Title*)

CONCLUSION

Having a clear, consistent recruiting process helps you as an employer put your best foot forward to attract the best possible job candidates. Remember, the job candidates are interviewing you and your company as much as you are them, especially in competitive job markets.

If you have further questions, please feel free to reach out to our Human Resources team at 1-800-748-5102 or humanresources@helpline.com. The PDF versions documents and forms in the toolkit can be found at: www.helpline.com/recruiting-toolkit