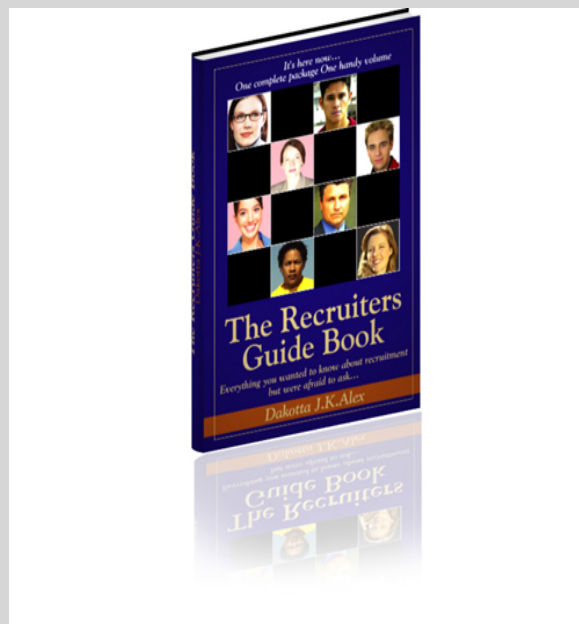


THE RECRUITERS GUIDE BOOK

**A comprehensive and practical guide to
Corporate Recruiting, Contract Recruiting, Agency
Recruiting, Headhunting, Diversity Recruiting, Sourcing and
Interviewing Candidates
and becoming an Employer of Choice**



The Recruiters Guide Book: A comprehensive and practical guide to Corporate Recruiting, Contract Recruiting, Agency Recruiting, Headhunting, Diversity Recruiting, Sourcing and Interviewing Candidates and becoming an Employer of Choice by Dakotta Alex. All rights reserved. No part of this book may be used or reproduced in any manner whatsoever, including internet usage, without written permission from the Author except in brief quotations embodied in critical articles and reviews.

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Thankyou all.

"Every day of our lives we are on the verge of making those slight changes that would make all the difference."

Unknown

CHAPTER ONE: RECRUITMENT

WHAT YOU NEED TO KNOW ABOUT RECRUITING

The success of any business depends on the people who make up the team. Recruitment is one of the most important components of building a successful business. Recruitment builds the team that will service the needs of the customers. Ensuring that you understand and embrace the recruitment process and all of its various components is paramount to the success of your long term business.

Careful planning will ensure that you approach recruitment in an innovative yet systematic way so that you achieve all of the organizational goals. There are four key ways to do this:

- Undertake workforce planning for the future
- Writing effective job descriptions
- Establishing clear requirements for each role
- Classifying jobs appropriately

In this chapter, we will examine the first point – workforce planning for the future - and the remaining three topics will be covered in further chapters throughout the book.

WORKFORCE PLANNING FOR THE FUTURE

The purpose of workforce planning for the future is the process of planning for your human resource and recruitment needs so that your company can meet its future business demands.

There are some key questions you can ask yourself to assist you in preparing a future workforce plan including:

WHO ARE WE NOW AND WHERE ARE WE GOING?

- Products and Services
- Changing customer and customer needs
- Future areas for development
- New ways of doing business
- Short term business challenges such as taxes

WHAT DO WE NEED TO PAY ATTENTION TO?

- Different skills required for the jobs we need
- Opportunities for job flexibility
- Organizational culture and corporate 'self esteem'

HOW WELL DO OUR CURRENT STAFF MATCH OUR FUTURE NEEDS?

- Current Skills
- Current Performance
- Why is there a particular level of staff attrition?
- Preservation of corporate knowledge

WHAT STRATEGIES ARE NEEDED TO CONTINUE TO BUILD THIS INTO A WELL PREPARED WORKFORCE?

- Retain skilled and experienced people
- Prepare training of new skills for existing personnel
- Managing an ageing workforce and the attrition associated with that
- Embracing technology
- Ensure staff can be creative in key areas

Having identified the importance of linking recruitment to business needs, in simple terms, recruitment can be broken down as six broad steps:

- Identifying a vacancy within the organization
- Advertising the vacancy
- Receiving applications in response to the vacancy
- Identifying suitable candidates who match the needs of the organization
- Interviewing candidates to assess their suitability
- Employing the most suitable candidate to undertake the role

Naturally, the process itself is far more comprehensive than these six broad steps. However, this straightforward summary highlights how simple the process is for hiring employees.

THE IMPACT OF RECRUITMENT

As outlined previously in this Chapter, the key function of a recruitment manager is to seek out and then hire candidates who will meet existing and future organizational job vacancies, and will fit with company culture and relate well to the customers.

The recruiter's task is actually made easier when they have a basic familiarity with the various jobs that they need to find candidates for. They also need to have a comprehensive understanding of the company that the candidates will be working for.

Possessing a clear understanding of the duties, responsibilities and conditions of the job, possible salary and benefits packages, and an overall appreciation for the workplace setting, including the culture, will assist the recruitment manager to find the best candidate to fill a vacancy.

THE IMPACT OF RECRUITMENT ON BUSINESS SUCCESS

Successful and progressive organizations develop business, marketing, human resource, and financial plans that help them to steer the business on an ongoing basis.

Progressive companies who plan and strategize have usually undertaken the following activities:

- Developed practical, goal driven business plans
- linked a forward thinking human resource plan to their business plan
- adopted short, medium, and long term targets
- implemented measures to monitor the performance of senior employees
- implemented a plan to “develop and promote” senior employees;
- developed and delivered formal induction and ongoing professional development training programs for all staff.

PRINCIPLES OF THE RECRUITMENT PROCESS

It is important that recruiters, internal human resources personnel, and external contractors, understand the key principles behind the recruitment process.

While most companies have their own very specific recruitment agenda, generally their policies are quite similar to the following:

- Applicants will always be recruited by a process of selection on merit
- Applicant information will always remain confidential and their privacy will be respected
- The process must remain objective and focused on filling the vacancy
- The process must abide by any relevant federal or state based legislation
- Selection panel members will declare any conflicts of interest prior to participating in the process

Optimist?

One day in 1996, Kenny Rogers found himself discussing his career with his manager, Ken Kragen.

"Careers are like small airplanes," Kragen explained. "If you get up to a certain height, even if you run the engine off, you glide for a long time. Kenny, you won't hit the ground in your own lifetime."

There was a long silence. "Ken," Rogers finally replied, "I think I'm planning to live a lot longer than you think."

Rogers, Kenny born in 1938

American musician and noted for a multifaceted career - folk pop (with the New Christy Minstrels), mild psychedelic and country rock (with the First Edition), and (as a solo act) country-pop balladry - yielding such works as We've Got Tonight (1983), Twenty Greatest Hits (1983), Once Upon a Christmas, and The Friars Club Encyclopaedia of Jokes: 2,000 One-Liners, Straight Lines, Stories, Gags, Roasts, Ribs and Put-Downs

DEVELOPING A “FOOLPROOF” RECRUITMENT PLAN

Recruitment planning is one of the most important responsibilities of a management group. This is because the ongoing success of a business depends largely on ensuring that the right people are in the right jobs so that the business can function effectively.

It is the responsibility of management to put systems in place that allow qualified personnel to be recruited in sufficient numbers. They also need to ensure that there are adequate assessments of the future needs of the organization so that the present recruitment levels can be adjusted as necessary. These kinds of recruitment issues form part of the company's recruitment plan.

In general terms, companies should consider the following components within their recruitment plan-

- EXISTING PERSONNEL – Obtain a clear picture of the current levels of existing staff by examining functions, occupations, level of skill or qualifications
- EFFICIENCY - Conduct a job analysis if it seems that one area is particularly under-resourced and needs some attention
- WASTAGE - Study the period of active service for each employee and then compare this against sick and holiday leave, and days in lieu
- FUTURE STAFF REQUIREMENTS – To get a clear picture of the impending employment requirements of your workforce you should review the company's business plans, particularly the areas relating to future programs, demands of existing and new customers and any planned changes in process and production.
- INCREASE IN THE SIZE OF THE BUSINESS - Take the time to assess whether personnel from within the organization could be up-skilled to take charge of new responsibilities or whether already qualified and experienced personnel should be recruited.
- ACCESSING STAFFING RESOURCES - Knowing where to access experienced and available personnel is important, particularly in emergency and short notice situations. Establish a list of agencies you can call.

- EMPLOYMENT LAW - Understand and adhere to any overarching federal and state laws and policies.
- EMPLOYEE DEVELOPMENT PROGRAM - Develop employee training programs to enhance the talent, abilities and motivations of employees.

SHORT VS LONG TERM CONSIDERATIONS OF A RECRUITMENT PLAN

The goal of any recruiter is to find the most qualified individual who will, upon employment, enhance the company's ability to deliver its services and products to customers on an ongoing basis.

To do this, companies need to use both a short and a long term approach to assessing, and then fulfilling, their human resource needs. Considerations for this are outlined as follows:

Long-term Approach

- Based on the goals of the company, assess the existing workforce needs including skills, diversity and potential for growth
- Determine existing and future availability of resources such as financing, technology, equipment and infrastructure
- Assess where individuals with the experience/knowledge needed are located, and how they easily they can be attracted
- Find ways to build relationships with potential applicants prior to vacancies occurring

Short-term Approach

- Analyze the current employee pool for diversity and existing experience and knowledge
- Determine the type of position needed and if necessary conduct a job analysis
- Commence the recruitment process
- Source the candidate and fill the vacancy

A RECRUITMENT CHECKLIST FOR THE UN-INITIATED

Hiring a new employee is an important process to get right, for all businesses who want to select the right candidates. The process itself has significant legislative requirements and should be well conducted and well documented in order to protect both the employer and the employee throughout the process.

On the following page, we have constructed a summarized recruitment checklist that will give you an overall feel for the process so that you can follow it for yourself step by step.

SAMPLE - OVERVIEW OF A RECRUITMENT CHECKLIST

PLAN	☐ Make the decision to recruit ☐ Discuss option with recruiter ☐ Draft a Job Description for the role
PROMOTION	☐ Determine if you need to advertise ☐ Prepare a promotional plan ☐ Prepare any recruitment documents ☐ Draft advertisement ☐ Place advertisement ☐ Conduct support promotions including on the web
SELECT	☐ Establish Selection Committee ☐ Process applications ☐ Determine Shortlist ☐ Complete Aptitude/Psychological testing ☐ Consider applicant presentations ☐ Interview ☐ Check references ☐ Select best candidate

While this basic recruitment checklist gives you an overview of how the process runs, the process is actually far more detailed and difficult. For instance, how do you get all this work done and what contingency's are in place?

The more detailed checklist outlined on the following pages will help you further refine your hiring process and keep track of your recruiting efforts. It clearly, and

very specifically, communicates the recruiting process and suggests who should take responsibility for various aspects of the recruiting process as it progresses.

SAMPLE RECRUITMENT CHECKLIST – DETAILED

STEP	PERSON RESPONSIBLE	ACTION
1.	Hiring Manager	Identifies the need for a new employee - permanent, temporary, contractor or casual. Prepares draft Job Description (if it is a new role) and arranges its sign off by line manager. Arranges for existing Job Description to be signed off by line manager. Forwards copy of the Job Description to the Recruiter. Determines composition of selection panel and sends initial advice.
2.	HR Coordinator	Prepares promotional schedule for the role including advertising, web site promotion and other methods. Posts the position on recruiting web sites.
3.	Recruiter	Meets with Hiring Manager. Confirms job description and expected skills. Creates a candidate profile and develops initial screening criteria including salary qualification, and discusses recruitment strategy. Determines if the position requires any form of pre-appointment testing.
4.	Hiring Manager and/or other Managers	Sources referral candidates via their networks and then reviews resumes. Contacts these candidates and seeks initial interest. Refers potentially suitable and interested candidates to Recruiter for follow up, as appropriate.

5.	HR Coordinator or Recruiter	Screens resumes of potential candidates. E-mails pre-interview questionnaire to candidates.
6.	Recruiter	Requests that HR Coordinator sets up on-site or telephone interviews with high potential candidates.
7.	HR Coordinator	Receives Resumes and any related documents from Recruiter and enters candidate information into appropriate human resource database. Contacts the candidates to schedule the interviews and forwards employment applications via email.
8.	Recruiter or HR Coordinator	Conducts the phone interview and records information on candidate database, and <i>either</i> Shares the feedback with Hiring Manager and requests of HR Coordinator to set up an on-site interview, <i>or</i> Returns resume to HR Coordinator for entering status into database, e-mailing rejection letter, and filing.
9.	HR Coordinator	Schedules on-site interviews with Selection Panel. Co-ordinates and confirms Interview Schedule. Advises candidates of interview details.
10.	Receptionist	Greets candidates at reception area. Notifies Recruiter or first Interviewer of candidate's arrival.
11.	Recruiter	If no phone screen was completed, interviews candidates for the position, as well as... If phone screen was completed, meets briefly with candidate on salary, recaps interview process, sets candidate's expectations of company's response time line, reviews Interview Schedule, and introduces candidate to selection panel.

12.	Selection Panel	Meets with candidate and conducts interview. Selection Panel immediately completes the interview process by communicating their feedback to the Hiring Manager and Recruiter ONLY.
13.	Recruiter /HR Coordinator	Administers Test if applicable.
14.	Hiring Manager	Assesses candidates' interview performance by evaluating interview feedbacks and/or test results and decides to Hire OR Not to Hire a candidate. Notifies Recruiter of the decision.
15.	Recruiter or HR Coordinator	If hire, verifies employment references from last 2 managers, excluding current manager unless approved by candidate. If no hire, either notifies unsuccessful candidate of their status or advises HR Coordinator to send candidate a "Non-Selection" letter and closes database file.
16.	Recruiter	Assesses candidates' reference feedback: If favorable, decides to Hire a candidate, completes an Offer Request Form, and obtains appropriate approvals. Extends verbal offer to candidate and enters status in database If unfavorable, notifies Manager and takes appropriate steps as mutually agreed with manager, i.e. either notifies unsuccessful candidate of their status or advises HR Coordinator to send candidate a "Non-Selection" letter and enters status in database.
17.	Candidate	Accepts, declines, or negotiates the offer and notifies Recruiter of decision by the date mutually determined.
18.	Recruiter	Updates Hiring Manager: If offer has been accepted: Advises HR Coordinator to generate offer letter and compile employment induction package to send to candidate. If offer has been declined: Continues the recruiting process and updates candidate's status in appropriate human resources database.

CONDUCTING A JOB ANALYSIS

Undertaking a job analysis assessment will assist an organization in determining the current workload being carried out by existing employees. It will also assist in the creation of new roles for job functions that are required but not currently performed.

For employees to perform, they need to clearly understand what is expected of them. While this may seem obvious on first glance, it is often overlooked in fast-paced organizations that are driven by a focus on the bottom line. By helping staff to understand their job priorities, they are more easily able to focus on these activities while minimizing work on other tasks as much as possible. Essentially, job analysis is a useful technique for both employer and employee.

On the following pages, we have provided an example of a job analysis tool that is used widely in companies around the world.

SAMPLE JOB ANALYSIS TOOL

To conduct a job analysis, ask your employee to undertake the following steps.

Instructions: Read the following before you commence

Job analysis is a five-step technique for:

- Understanding and agreeing how to achieve optimal job performance;
- Ensuring that you and your employer agree on the areas you should concentrate on when time is short; and the areas that can be de-emphasized during busy periods;
- Making sure that you have the resources, training and staff around you, that are needed for you to do an effective job; and
- By using this Job Analysis tool, you should gain a good understanding of how you can excel at your job.

Start here by answering the following questions in a job analysis diary:

1. REVIEW FORMAL JOB DOCUMENTATION:

- Look at your job description and identify the key objectives and priorities within it.
- Examine the records of your previous performance reviews and confirm what areas you received positive and negative feedback for.
- Find out what training is available for the role, and ensure that you attend all possible and appropriate training so that you have as much information as possible available to you.
- Examine the company's incentive schemes to understand the behaviors that these reward.

2. UNDERSTAND THE ORGANIZATION'S STRATEGY AND CULTURE

- Your job exists for a reason – this reason is determined by the organizational strategy and business plans. Make sure you understand and perform the tasks that contribute to the strategy.
- Every organization has its own culture –historically developed values, rights and wrongs, and things that it considers to be important. If you are new to an organization, talk through with established, respected members of staff to understand these values.
- Make sure that your actions reinforce the company's plans and culture.
- Check that your priorities are consistent with the mission statement and the company culture.

3. FIND OUT WHO THE TOP ACHIEVERS ARE, AND UNDERSTAND WHY THEY ARE SUCCESSFUL:

- Inside or outside the organization, there may be people in a similar role to you who are seen as highly successful so take some time to find out how they work, and what they do to generate this success.

- Look at what they do, understand what skills make them successful, learn from them and apply those skills in your own setting.

4. CHECK THAT YOU HAVE THE PEOPLE AND RESOURCES TO DO THE JOB:

- Check that you have the staff support, resources and training needed to perform your job at an optimal level.
- If you do not, start work on obtaining them

5. CONFIRM PRIORITIES WITH YOUR EMPLOYER:

- By this stage, you should have a thorough understanding of what your job entails, and what the key objectives of your position are.
- Now discuss the job with your boss, and confirm that you share an understanding of what constitutes good performance in the role.
- Discuss any inconsistencies and agree how these can be managed and resolved and over what timeframes.

6. TAKE ACTION:

- You should now know what you have to do to be successful in your job
- You should have a good idea of the most important things that you have to do, and also the least important
- Where you can drop the less-important tasks, do so. Where you can de-prioritize them, do so
- Where you need more resource or training to do your job, negotiate for this
- Report back to your manager or supervisor with a copy of your job analysis diary

WRITING JOB DESCRIPTIONS

Creating a clear, concise, and goal oriented job description before you begin looking for an employee will, in the long run, help you secure the best candidate. Having a goal oriented, easy to read, job description will help you match people's skills with the required functions and tasks of the job.

A job description is a clearly written document that outlines the duties, responsibilities, required qualifications, team involvement, and reporting relationships that make up a particular job role. The job description also includes information about working conditions, equipment used in the course of the job, knowledge and skills needed, and any relationships that this job has with other positions.

Preparing a job description is based on information that is obtained from

- a job analysis of existing employees in the department
- an understanding of the competencies and skills that is required for the person to be able to accomplish specific tasks
- the need for the organization to produce tasks within given timeframes

Because of its importance, it is worth the time and effort to think the job description through completely. By doing this, you will be able to clearly articulate the talents and skills you're looking for, and focus on those attributes to attract the most qualified candidates.

A confusing, hazy, or incorrect job description can make it much harder to match a candidate and a job, because if the job is not clarified then it can be difficult to determine exactly what kind of person could competently do the job.

Essentially, poor development of a job description can lead to:

- Employing a candidate who cannot do the job
- Employing a candidate who cannot and do not fit into the corporate culture
- Employee turnover increasing
- Business goals being delayed or even ignored.

JOB DESCRIPTION IMPLEMENTATION

Good human resource practice indicates that job descriptions should be prepared for every position in the organization, not just the ones that the organization is currently hiring for. This integrates the hiring of new employees or promotion of existing employees, with the corporate culture and business goals.

Conversely, approaching job descriptions on a more ad-hoc basis leads to non-standardized job descriptions, which in turn leads to hiring people who might not necessarily fit with the overall company expectations.

High Level Objective of a Job Description

A job description has many different audiences, both internal and external to the organization. Its main objective is to provide the incumbent with a comprehensive understanding of the purpose, requirements, and context of the job role. The job description, therefore, should be written clearly in simple, jargon-free language, containing relevant information about the role and its responsibilities, task priorities, team involvement and key performance indicators.

WHY JOB DESCRIPTIONS ARE IMPORTANT

As an employer, whether you are considering hiring an employee, conducting a performance appraisal, terminating an employee, or restructuring your organization, the job description is one of the most vital documents you can have. Whether you are a small business owner with just one other employee or a large organization with over one-hundred employees, the impact of this document is the

same. It outlines the parameters of the job, describes the necessary skills to perform the job, and states the expected levels of performance of the employee.

Hiring an employee is a major investment of both your time and your financial resources. Mistakes can be costly in terms of your time and money, the possible loss of business deals, possible legal complications, and placing your business reputation at risk.

Considering all of these factors, taking the time to write and/or update proper job descriptions is a small investment that will have long lasting and positive effects for your organization. Here are four more valid reasons for implementing an effective job description procedure:

- Use the job description to help you write your job advertisement and promotional articles. Attracting the most qualified candidates can be costly, so make sure that your promotions are concise, clear and very effective
- Refer to a copy of the job description when you are conducting your interviews because if you go 'off-track' during a job interview, and you might forget to discuss key elements of the job
- When you are ready to make an offer of employment to a candidate, give the candidate a copy of the job description and review it with them to ensure that there are no surprises for either the candidate or you on day one of employment
- Review the job description with the employee at the end of the probationary period. This is the time for both parties to express any concerns, doubts, or problems about the job function

What is Two and Two?

A business man was interviewing applicants for the position of divisional manager. He devised a test to select the most suitable person for the job. He asked each applicant, "What is two and two?"

The first interviewee was a journalist. His answer was "Twenty-two."

The second applicant was an engineer. He pulled out a slide rule and showed the answer to be between 3.999 and 4.001.

The next person was a lawyer. He stated that in the case of Jenkins v Brown, two and two was proven to be four.

The last applicant was an accountant. The business man asked him, "How much is two and two?" The accountant got up from his chair, went over to the door and closed it then came back and sat down. He leaned across the desk and said in a low voice..."How much do you want it to be?"

He got the job.

WHAT'S IN A JOB DESCRIPTION ANYHOW?

Job Descriptions are the basis upon which candidates can be adequately and fairly screened and selected for vacancies. A clearly written, goal oriented, job description can help a recruiter to eliminate potential candidates who would not be suitable for the vacancy. Job descriptions are also useful as the basis for the performance evaluations of an employee during their term of employment. When writing a job description you should try to keep the document as short as possible. Restrict yourself to 1 to 2 pages with a maximum of 500-600 words per page.

The primary components of a job description are:

- Job Title
- Job Outline
- Job Tasks, Responsibilities and Delegations
- Supervision
- Working Conditions
- Working Environment or Culture
- Salary and Benefits

Here are each of the components described in more detail:

- *Job Title* - The job title is the first way to accurately reflect the actual duties of the job. It should be brief and easy to understand.
- *Job Outline* - The job outline is brief summary of the duties the employee will need to undertake. This is also a good place to give an overview of how this role contributes to the company's overall mission, goals, and objectives. This outline should be no more than 4-5 short sentences.
- *Job tasks, responsibilities and delegations* – This section should articulate the tasks and responsibilities the employee will be expected to accomplish and what responsibility they have for people, tasks, and processes.

- *Job Qualifications* - This section should outline what special requirements the employees need to have. Special licenses or certifications should be listed here.
- *Supervision* - This section should include information on the personnel structure of the company and where this role fits into the company's organizational chart.
- *Working conditions* - This section is used to outline the hours of work, any overtime requirements, a description of the workplace setting, an outline of any equipment to be used and the incumbent's involvement with team members and supervisors or trainees.
- *Working environment or culture* - This section is designed to describe how the workplace interacts including morning teas and lunches, extra curricular activities, staff bonuses and targets, training programs, and any staff clubs or social networking groups.
- *Salary and benefits* - The salary and benefits section should outline details of the role's salary and any other benefits such as housing, paid vacation leave, sick leave, and health insurance coverage.



**THE WORKPLACE CULTURE IS A CRITICAL COMPONENT OF
MATCHING A CLIENT AND A CANDIDATE**

WRITING A USEFUL JOB DESCRIPTION

Drafting a job description is a step by step process and, in general, is not a complicated task. First of all, you need to gather all the information you will need to write the job description. Now source a basic job description template (a sample can be found later in this Chapter), draft the job description for the role according to the template and using the information you have gathered, and then ask two or three of your colleagues/line managers to review it. Adopt the feedback and revise the document as necessary. Finally, have the job description officially 'approved for use' (if this is a procedure within your organization) and then put the job description to work.

If you are preparing a job description for an existing employee, who does not already have a job description, you should remember that nobody knows a job as well as the person who carries it out on a daily basis; whilst you are gathering all the information necessary to write the job description, ensure that you seek their feedback.

To facilitate this, you might like to ask them to complete a Job Analysis diary. Alternatively, or in addition, you can ask them to complete a task log over five days, where they record each task they perform and how long they spend performing each task. You might also like to ask them to complete the following Employee Task Questionnaire which will help you to prepare the formal job description document.

SAMPLE - EMPLOYEE JOB QUESTIONNAIRE

Instructions: Provide a copy of this questionnaire to your employee and ask him or/her to answer the following questions.

JOB TITLE	
DEPARTMENT IN WHICH THE JOB IS LOCATED	
TITLE OF SUPERVISOR OR MANAGER	
DOES THE EMPLOYEE SUPERVISE ANYONE INCLUDING OTHER EMPLOYEES, TRAINEES OR CONTRACTORS? IF SO, GIVE THEIR JOB TITLES AND A BRIEF DESCRIPTION OF THEIR RESPONSIBILITIES.	
POSITION SUPERVISED	RESPONSIBILITIES
WHAT ESSENTIAL TASKS DOES THE EMPLOYEE PERFORM ON A REGULAR BASIS? LIST THEM IN ORDER OF IMPORTANCE.	
TASK PERFORMED	%AGE OF TIME DEVOTED TO THE TASK

DOES THE EMPLOYEE PERFORM OTHER TASKS PERIODICALLY OR INFREQUENTLY? If so, PLEASE LIST THE TASKS INCLUDING THE LEVEL OF FREQUENCY.	
TASK PERFORMED	FREQUENCY
PLEASE DESCRIBE THE WORKING CONDITIONS? MAKE NOTE OF THINGS LIKE PERIPHERAL NOISE, TEMPERATURE AND EXPOSURE TO ELEMENTS.	
WHAT AUTHORITY DOES THE EMPLOYEE HAVE IN TERMS OF TRAINING AND MENTORING PEERS AND SUBORDINATES?	

WHAT LEVEL OF EDUCATION AND ON THE JOB EXPERIENCE ARE REQUIRED TO ADEQUATELY PERFORM THIS ROLE
WHEN, AND HOW OFTEN, IS THE EMPLOYEE'S PERFORMANCE REVIEWED?
DOES THE EMPLOYEE USE ANY MACHINES OR EQUIPMENT DURING THE COURSE OF HIS/HER EMPLOYMENT?
IF THE EMPLOYEE MAKES AN ERROR WHILST WORKING, WHAT WOULD THE POTENTIAL COST BE TO THE BUSINESS?

POSITION SUMMARY – OUTLINE THE MAJOR RESPONSIBILITIES OF THE ROLE AND THEIR IMPACT ON THE ORGANIZATION. MENTION HOW THEY TIE IN WITH THE ORGANIZATIONS GOALS IF THIS IS APPROPRIATE OR RELEVANT.
OTHER RESPONSIBILITIES/FUNCTIONS
APPROVALS
SUPERVISOR/MANAGER
DATE
DEPARTMENT VICE/PRESIDENT
DATE

If you have a number of personnel who conduct the same job functions with only minor variations, then you would be best served by creating job description templates that can be edited and customized for each individual. This model works best with clerical, administrative, hospitality, call centre and manufacturing roles.

Two basic job description samples are shown on the following pages.

TRANSFERABLE SAMPLE JOB DESCRIPTION 1

DATE:

16 August 2007

TITLE:

Clerk-Typist

JOB SUMMARY:

Delivers confidential secretarial and clerical work for the Executive Director, as well as public relations activities for the Marketing Director.

JOB TASKS, RESPONSIBILITIES AND AUTHORITIES:

- Maintains paper and online administrative records
- Prepares and types correspondence, reports, memos, letters, ordinances, etc
- Assists with bookkeeping
- Researches information for projects, programs, as needed
- Assists with administration and book keeping duties for grants
- Completes and submits forms and reports as required
- Operates office computer systems for departmental reporting, and other administrative functions
- Assists in the processing of accounts payable
- Answers questions and responds to complaints and discrepancies

- Greets the public, provides information, answers questions, researches files
- Makes deposits at bank as needed
- Sorts and distributes mail; orders office supplies

KNOWLEDGE, SKILLS, AND ABILITIES:

- Considerable knowledge of office practices, procedures, and equipment including operation of a personal computer
- Working knowledge of payroll practices and procedures
- Working knowledge of laws, rules and regulations
- Working ability to type and enter information into an automated system with speed and accuracy
- Considerable ability to perform mathematical calculations and maintain accurate records
- Considerable ability to prioritize work, research files, and solve problems

MINIMUM QUALIFICATIONS

- High school degree, or equivalent, with post high school office skills training or experience

SUPERVISION

- Supervision Received - Works under the general and administrative direction of the Executive Director
- Supervision Exercised – Front of House Receptionist (Casual)

WORKING CONDITIONS/CULTURE:

- Office environment
- Flat Shoes required
- Working in a team of 12
- 1 subordinate

LOCATION:

- 618 Smart Road, Manningham, South Carolina

SALARY AND BENEFITS:

- \$17.93 per hour
- Medical Benefits applicable after a 3 month probationary period

FUNCTIONAL SAMPLE JOB DESCRIPTION 2

16 August 2004

Assistant Vice President

Regular Full-Time Position

Responsible for a team of 16 subordinates. Reporting to Vice President and President. Professional Office environment. Professional dress required.

XYZ Technologies, 618 Smart Road, Manningham, South Carolina.

General Description

- Provide leadership and administrative direction for a comprehensive student program that complements and enhances the mission of the Student Affairs division and the university
- Responsible areas include student judiciary, new student orientation, student union, programs and activities, campus recreation and intramurals, adult and evening student services, volunteer services, student recognition, student retention
- Coordinate Student Affairs on campus consistent with activities of university and division wide plans
- Responsible for articulating mission and role of student programs to students, faculty, staff and parents

Primary Duties and Responsibilities

- Provides direct supervision for student life department Directors; Residence Life, Student Activities, and Campus Recreation and Intramural, and Adult Student Services.
- Conduct periodic performance evaluations

- Directs and supervises student discipline process and conducts administrative hearings. Selects, trains, and advises the Student Tribunal and the University Hearing board
- Serves as a member of the University Honors and Awards Committee, and coordinates the nomination process for Who's Who selection; advises Alpha Lambda Delta honorary
- Coordinates student volunteer program (Project Serve)
- Responds to emergency/crisis situations as needed
- Serves as a committee member on University and Student Affairs committees, as appointed
- Directs and assists other Student Affairs staff in the development of programs which enhance student life
- Acts in the place of the Vice President during his/her absence
- Performs other job related duties as assigned

Essential Functions

- Ability to independently plan and coordinate a variety of projects and programs
- Ability to promote a social and academic campus climate respectful of diversity which encourages inclusion and participation of minorities, women, adult learners, and individuals with disabilities
- Ability to effectively counsel/advise students
- Must have excellent communication skills
- Ability to maintain confidentiality
- Must have excellent interpersonal skills and be able to work well with supervisors, co-workers, and the public
- Ability to accurately prepare and maintain records and reports
- Must have knowledge of student development theories and practices. Remain abreast of current issues in higher education
- Must have knowledge of programs which enhance and integrate relationship between academic and student affairs

- Ability to effectively supervise personnel and complete all associated personnel actions in a timely and accurate manner

Qualifications

- Master's degree in College Student Personnel, Guidance and Counseling, Higher Education Administration, or related field, and five years experience in higher education student affairs

COMMON JOB DESCRIPTION BOO-BOOS

Companies often need to recruit people at short notice because existing employees leave at short notice due to resignation, termination, or illness. Sometimes extra staff can also be needed due to unforeseen short term increases in workload. Because recruiters are sometimes in a rush, there is a tendency to make mistakes – even to the extent that they hire the wrong person for the role. Usually this comes back to the simple fact that there was an inadequate job description with which the candidate was hired.

So what are the mistakes and how can you avoid them? Here are some key mistakes that are often made when a recruiter prepares a job description:

- They don't allow themselves enough time to prepare it and seek feedback from supervisors or managers
- They use an inappropriate non-descriptive title
- The functions of the role and performance criteria are not made clear
- They place unrealistic expectations and goals within the document
- The document embellishes or underplays a specific task
- They do not adequately define the reporting lines
- They make the job description too long
- They fail to ensure that the job description is legally compliant

THE APPLICATION PROCESS

Many employers use a single, standardized form for applicants to complete, regardless of the vacant position within the business. The candidate should complete an application form prior to any pre-screening questionnaire or face to face interviewing being conducted, as it allows a first stage eligibility screen to be conducted.

There are many different styles of application form that can be compiled for your use. Some companies choose to have more than one style of application form - one style for executive level roles and another style for lower level administrative roles.

In any event, prior to creating your own application form template you should ensure that you:

- Make sure the template is clear, concise and easy to read and complete
- Provide sufficient space for the candidate to include information (add in plenty of room for writing)
- Only ask questions that are related to job requirements

Applications Forms

If you are drafting an application form for a company that does not have an existing form, you may want to review and adapt the example on the following page:

SAMPLE APPLICATION FORM

Instructions: Type or print clearly in black or blue ink. Answer all questions.

DATE		
NAME		
ADDRESS (Number and Street, City, State, Zip Code)		
PHONE NO.		
POSITION DESIRED		
Full-time ☐	Part-time ☐	Temporary ☐
HAVE YOU WORKED FOR THIS COMPANY BEFORE?		
Yes ☐		
No ☐		
IF YOU ARE A MINOR UNDER AGE 18, DO YOU HAVE A CERTIFICATE OF AGE OR EMPLOYMENT?		
Yes ☐	No ☐	

EDUCATION	
High School	
College	
University	
Trade/Profession	
Other	
SPECIAL SKILLS AND QUALIFICATIONS List job-related licenses, skills, training, honors, awards, and special accomplishments:	
EMPLOYMENT HISTORY Start with current or last position	

Employer: Address: Supervisor: Phone: Position Title: From: To:
Duties:
Reason for leaving:
Employer: Address: Supervisor: Phone: Position Title: From: To:
Duties:
Employer: Address: Supervisor:

Phone: Position Title: From: To:
Duties:
Reason for leaving:
DO WE HAVE YOUR PERMISSION TO CONTACT YOUR CURRENT EMPLOYER? YES ☐ NO ☐
REFERENCES: Exclude relatives and former employers <i>Name/Title, Address and Phone No, Occupation</i>
1.
2
3.
I CERTIFY THAT THE INFORMATION CONTAINED IN THIS APPLICATION IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND UNDERSTAND THAT ANY FALSE INFORMATION ON THIS APPLICATION MAY BE GROUNDS FOR NOT HIRING ME. Signed Date

IMPLEMENTING A NEW APPLICATION FORM

Use the following checklist to help you implement application forms across your organization.

NEW APPLICATION FORMS – CHECKLIST FOR IMPLEMENTATION

- Locate a sample template
- Review federal and state laws
- Discuss the forms with line managers who will use them, to determine what questions they believe will be useful
- Draft the application form – using the sample template as a basis
- Ask the line managers to review the application form with you
- Draft clear and concise instructions to accompany the application form
- Have the form reviewed by an attorney to make sure that all inquiries included are permissible and do not create the appearance of discrimination
- Train all personnel who will process applications on how to use the form and maintain records throughout the employment process
- Delete any superseded application forms both in hard copy and on the company Intranet

- Place the application form on the company Intranet and in the employee handbooks, and email all relevant staff advising of the existence of the new document

MAINTAINING RECORDS

It is important to ensure that you comply with all of the relevant legislation when facilitating the employment process. Here we have listed some guidelines to assist you ensure your compliance. However, we strongly encourage you to seek further information about these laws from the relevant federal and state authorities.

- Under the Civil Rights Act, all applications must be retained for one year after the initial application is filed with the company
- Employers covered by the ADA must retain all applications for one year after the application is filed or after taking action on the application, whichever is later
- The Age Discrimination in Employment Act (ADEA) requires that job applications from individuals 40 years of age and older be retained for one year
- Regulations issued by the Office of Federal Contract Compliance Programs mean that federal contractors with a contract worth \$150,000 or more, and contractors with 150 or more employees, must retain applications and résumés for two years. All other contractors must retain records for one year.

PRE-SCREENING QUESTIONNAIRES

Pre-screening, or pre-qualifying of potential employees, is an important part of the recruitment process. Pre-screening a candidate by telephone allows you to firstly engage the candidate in some light conversation without the pressure of a face to face interview, to see what details you can uncover about who they really are.

Secondly, the pre-screen allows you to determine if this person is worthy of being submitted for consideration on the shortlist for interview. A pre-screening questionnaire is usually conducted by telephone after an initial resume application has been received.

A sample of a pre-screening questionnaire follows:

SAMPLE - PHONE SCREENING QUESTIONNAIRE

CANDIDATE	DATE	SCREENER
POSITION	DEPARTMENT	HIRING MANAGER
Clerk/Typist		

INSTRUCTIONS

Please complete this form when you screen the candidate over the phone. Please rate the candidate's answers to each interview question and provide written comments to annotate your ranking.

WORK EXPERIENCE

Please tell me about your employment experience.

[] 1-	[] 2-	[] 3-	[] 4-	[] 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

REASON FOR LEAVING

Why are you interested in leaving your current position?

[] 1-	[] 2-	[] 3-	[] 4-	[] 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

SALARY

What is your current salary? What are your salary expectations?

☐ 1-	☐ 2-	☐ 3-	☐ 4-	☐ 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

EDUCATION

Where did you go to school? What degrees do you hold?

☐ 1-	☐ 2-	☐ 3-	☐ 4-	☐ 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

ACCOMPLISHMENTS

Describe your most successful accomplishments.

☐ 1-	☐ 2-	☐ 3-	☐ 4-	☐ 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

CURRENT POSITION

What do you like and dislike about your current position?

☐ 1-	☐ 2-	☐ 3-	☐ 4-	☐ 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

PERCEPTION OF QUALIFICATIONS

Why are you interested in this position? Describe your qualifications as they apply to this position.

[] 1– Unsatisfactory	[] 2– Satisfactory	[] 3– Average	[] 4– Above average	[] 5– Outstanding
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ON THE JOB COMPETENCIES

What are level of competencies against the following tasks:

Data Entry	Telephone Answering	Records Management	Report Preparation	Minute Taking
[]	[]	[]	[]	[]

OTHER ABILITIES THAT YOUR BRING TO A JOB

What are level of competencies against the following skills:

Customer Service	Written Communication	Mathematical Aptitude	Commitment	Flexibility
[]	[]	[]	[]	[]

COMMENTS

GETTING INFORMATION FROM THE INTERESTED APPLICANT

Once you have obtained interest from a potential applicant, either through a response to an advertisement, a call resulting from a referral, or from your call to an existing contact in your database, then as a recruiter you need to establish your position as being in control of the situation. Take control and ensure that it is clear to the applicant that you can help them achieve their objectives if they work with you, are honest with you and defer to you when they have a question or concern. What you are trying to obtain is the applicant's trust.

Gaining the applicant's trust is a process of ensuring that the applicant does, goes, and says what and where you tell them, because they believe it is in their best interests.

Use the following questions to determine if you have the applicants trust:

- Candidate tends not to return phone calls (yes = control)
- Candidate calls collect or reverse charges (yes = no control)
- Candidate has 100% support from friends and family (yes = control)
- Candidate is considering other companies on his/her own (yes = no control)
- Candidate volunteers information regarding himself/herself to help you help him/her (yes = control)
- Candidate furnishes references (yes = control)
- Candidate researches your company and seems well informed at interview (yes = control)
- Candidate sends resume on time (yes = control)
- Candidate is willing to provide proof of salary, if required (yes = control)
- Candidate is aware that he or she might need to verify his or her degree (yes = control)

Generally, a potential candidate will want to ask you lots of questions, SO it is important that you have plenty of information at hand so that you can respond to these questions with authority.

However, it is not a good idea to continue responding to their questions for more than a few minutes. Very quickly you will want to switch to asking the questions of the candidate. After all, you want to know about them.

The first thing you can do is take charge of the conversation and direct the conversation where you want it to go. Take time to start building trust between yourself and the candidate, and be as honest as you can about the opportunity and the candidate's suitability.

After you have established the candidate's interest and suitability then take some time to probe deeper into their "hot buttons". Explore:

- What this candidate really wants from life
- The candidate's family situation
- The candidate's current career and employment status

Now ask the candidate to describe their ideal job to you. You should make a note of this on their file as you work to develop your own profile of this person. Explore their preferences for:

- *Job* - responsibilities, potential for growth, the industry, any potential for learning new skills, and management or leadership potential or experience
- *Location* – capability to travel from home, type of transport and commuting environment, relocation considerations, eagerness to travel as part of the role
- *Salary* - present value vs. future expectation, what do they want and will they hold out?

Always ask for a resume and references so that you can put your own resume compilation together for the candidate. Ensure that you obtain references as this will complete your picture of the candidate.

CALLING FOR APPLICATIONS

THE PRESSURE OF THE RESUME

Candidates and resume professionals know full well that a recruiter is going to take a mere 60 seconds to review a candidate's resume and make a decision about their suitability. As a result, candidates feel a great deal of pressure to present themselves in the best way possible. Because of this, it can be very tempting for them to want to embellish or even lie in order to secure an interview.

A study by Rutgers University estimates that as many as 30% of all candidates provide false or exaggerated information on their resumes, ranging from innocent omissions, exaggerated truths, through to blatant lies.

The most common lie made on resumes tend to be related to the candidate's education qualifications. Other common resume lies include:

- Stretching employment dates to cover any gaps in actual employment
- Enhancing job titles
- Embellishing duties and achievements of a particular job, and
- Inventing employers

Ten ways to uncover Resume untruths

To assist you detect lies and embellishments often found in current day resumes, we have prepared a list of helpful items to look for when you are scanning a candidate's application:

1. Pay particular attention to what is written up front in the resume and what is left to the end – they probably want you to gloss over the things on page 3 or 4 for a reason
2. Focus on the key points in the candidate's resume that pertain to the vacancy. This includes work history, employment gaps, education and references
3. Review whether the applicant's history follows a clear and logical progression
4. Look for conflicting details, large unexplained employment gaps or overlapping employment dates for full time jobs
5. Check the employment dates with the referees
6. Look for details on extra education, training and professional development, and verify the existence of the institution
7. When verifying information by phone, first ask for the company operator as this will also verify that the place you are calling is a genuine company
8. Send a confirmation letter to the candidate in the mail – this will help you verify that the address provided is both genuine and accurate
9. If the applicant sought the help of a professional resume service to create their application, then question why
10. Check for accuracy both on the resume and on the envelope in which it arrived (remember to ask the receptionist to keep all envelopes for this purpose). This will allow you to check neatness of hand writing, or accuracy of typing, and to assess that the candidate has managed to accurately convey your address details

Screening Resumes

Sometimes companies receive many hundreds of resumes in response to an advertised job vacancy. Identifying the outstanding candidates from a large pool of applicants can be a lengthy and confusing process, and making time for this task along with all of the other competing daily demands, can be particularly difficult if the firm is already short-staffed.

Although a thorough screening process will consume a significant amount of time, a recruiter can take steps to more effectively target the most qualified talent. Here are some tips to ensure you get the right people in the short list pile:

- *Review application materials all at once* - Evaluate resumes collectively instead of one-by-one, as this can be a huge time waster, and provide each candidate's application with equal time
- *Prioritize* - Make a list of the qualifications that you consider to be integral to the role and then from here create two piles of applications – those applications that meet your requirements and those that do not
- *Read resumes backward* - Review each resume from back to front. Resumes that contain irrelevant information often signal that the candidate might be under-qualified for the role
- *Look out for someone with emotional intelligence* – There is an increasing recognition that a candidate's personality determines whether they will be able to succeed in an organization. Look for evidence in a candidate's resume that demonstrates:
 - o *Self-awareness* – the ability to make decisions and being confident
 - o *Self-discipline* – being conscientious, dedicated and dealing well in stressful situations

- o *Motivation* – taking initiative, being driven to improve, and persevering in the face of setbacks
 - o *Social Skills* – dealing with colleagues, emotions, settling disputes and being able to negotiate and communicate effectively
- *Look for detail* - Generally, the more specific examples that a candidate offers, the more reliable the information tends to be
- *Interpret the Message* - Look for letters that are clear, concise, and persuasive and demonstrate some creative flair
- *Watch out for "red flags"* – Look for the following alerts, which can signal an either unenthusiastic or disorganized applicant:
 - o Vaguely worded position explanations
 - o Job hopping (unless the applicant worked as a freelancer)
 - o Verbatim quotes resulting from 'cut and paste' directly from your website

Once you have narrowed the field of candidates, you can embark on phase two which is the telephone interviews and pre-screening questionnaires. This can further help you refine the list of prospects down to a small group of eligible candidates. Using a streamlined process will help you see only the people who are serious contenders for the role.

UNSOLICITED RESUMES

Sometimes you will receive resumes from individuals seeking a position within your organization even if there are no current vacancies. It is always worth your while taking a little time to review these resumes as you may well find a person of

www.RecruiterGroups.com
www.AskTheRecruiter.com

interest for an upcoming project. However, a large proportion of these resumes will be rejected.

A sample of an unsolicited resume rejection letter follows:

SAMPLE UNSOLICITED RESUME REJECTION LETTER

[Recipient Name]

[Title]

[Company Name]

[Street Address]

[City, ST ZIP Code]

Dear **[Recipient Name]**

Thank you for submitting your resume expressing interest in working for our Company.

Unfortunately, we have no vacancies at this time. However, we will keep your resume on file for six months in case such an opportunity opens up.

Thank you again for your interest in our Company.

Sincerely,

[Your Name]

[Title]

CANCELING A VACANCY

At times, you will need to cancel a vacancy that has already been advertised. This can occur for a variety of reasons including budget cuts, departmental changes or internal promotion. If you have already received applications for the vacancy then it is always proper courtesy to send a cancellation letter to those who have taken the time to apply to your company.

A sample cancellation letter follows:

SAMPLE CANCELLATION LETTER

[Recipient Name]
[Title]
[Company Name]
[Street Address]
[City, ST ZIP Code]

Dear **[Recipient Name]**

Thank you for sending us your most recent resume and letter expressing your interest in working for our organization.

Unfortunately, this vacancy has now been cancelled and as a result will not be filled at this time. However, we will keep your resume on file for six months in case such an opportunity opens up.

Thank you again for your interest in XYZ Company.

Sincerely,

[Your Name]
[Title]

Don't get eaten up by the process

A big corporation recently hired several cannibals. "You are all part of our team now", said the HR rep during briefing. "You get all the usual benefits and you can go to the cafeteria to eat, but don't eat any of the other employees".

The cannibals promised they would not. Four weeks later their boss remarked, "You're all working very hard, and I'm satisfied with you. However, one of our secretaries has disappeared. Do any of you know what happened to her?"

The cannibals all shook their heads no. After the boss had left, the leader of the cannibals said to the others, "Which one of you idiots ate the secretary?" A hand raised hesitantly, to which the leader of the cannibals continued, "You fool!!! For four weeks we've been eating managers and no one noticed, but noooooo, you had to go and eat someone important!"

ASSEMBLING AN INTERVIEW PANEL

Sometimes – particularly in the case of an executive position – a group of people form a selection panel to undertake the selection and interviewing of candidates. Usually the panel consists of people who have a specific interest in the appointment of the candidate, such as the line manager, the department supervisor. Sometimes other members of a group panel can include a human resources officer, an individual with specific knowledge and skills in that particular field, or an external industry expert.

If it is at all possible, the same people should serve on the panel throughout the entire selection and interview process. It is usually best to avoid panels that consist of 5 or more people as larger groups can make good candidates unnecessarily nervous. It can also be difficult to coordinate interview schedules for more than five people, making the interview process more drawn out than necessary.

Panel members need to have-

- A general understanding of the company's recruitment policies
- Knowledge of the role, and the anticipated requirements of the incumbent
- Knowledge of the company's strategic plan, corporate goals, and organizational culture



**THE RIGHT PROCESS WILL ALWAYS RESULT IN THE RIGHT OUTCOME FOR ALL
CONCERNED**

THE INTERVIEW PROCESS

Job interviews are designed to match companies and candidates. During an interview, both the company and the candidate are looking to determine if they can work together – the company wants to know about the qualifications, experience, and personal qualities of the candidate and the candidate wants to find out as much as possible about the company and the position for which he or she is interviewing.

TYPES OF JOB INTERVIEW

There are three main styles of job interview that can be used as part of the recruitment process. They are called the traditional, second or follow up, and panel or group interviews. There are other styles of the interviews that can also be used although these tend to be used implemented less commonly.

A brief outline of each is provided below:

- Traditional Interview - This style of interview looks to answer three main questions: does the candidate have the skills to perform the role; does the candidate possess enough enthusiasm and the work ethic that is required; and does the candidate have the personality traits to be a team player to fit into the organization's culture
- Second Interview - This interview is more detailed than the traditional interview, and tends to drill down on the general information obtained during the first interview
- Panel or Group Interview - In this style of interview, a selection panel is convened to ask a series of pre-determined questions of the candidate. Panel or group interviews are generally used for conducting management and executive level interviews
- Behavioral Interview - The behavioral job interview uses questions that look at how a candidate would react in a given situation, such as: "give me an example of when you dealt with an unexpected problem"

- Conversational Interview – The style of the interview is informal and is aimed at learning as much as possible about the candidate and tends to occur over coffee or lunch, and might not appear to be a "real" interview
- Assessment Center - Many companies use various assessments or tests to pre screen candidates, and obtain psychological reports on a candidate's suitability for the role
- Group of Interviewees - This style of interview usually comes in the form of an open house for interested candidates. This is commonly used for large scale recruitment programs with hospitality workers, customer services operators, military intakes and university graduates
- Exit Interview - This style of interview is generally conducted just prior to an employee leaving the organization. This interview involves a debriefing between the employer and the incumbent, where the employee hands back any company property and the employer makes payment of any final wages and commissions

THE PHASES OF RUNNING AN INTERVIEW

Running interviews is a time consuming process, particularly when you have convened a selection panel and you have a number of candidates to meet with. Therefore it is important the interview process is kept on time and effective.

The following is a step by step guide to running an effective interview process:

Preparing For the Interview

- Make copies of the Job Description for each member of the Selection Panel
- Review each Application and Resume and ask:
 - Does the applicant possess the minimum education/experience required?
 - Is any additional information required and can this information be obtained prior to the interview?
- Identify and convene a meeting of the Selection Panel
- Formulate questions to meet the objectives set for the interview
- Select a setting that will provide privacy and comfort and arrange to keep disturbances to a minimum

Opening the Interview

- Set the Tone:
 - o Be prompt and welcoming
 - o Give your name/title clearly
 - o Address the applicant by name
- Use some general chatting to help the candidate relax
- Explain what will occur during the Interview Process and outline what you will be expecting to achieve during the Interview
- Take any notes that you require

Continuing the Interview

- Ask questions that are:
 - o broad and open-ended and cover topics such as
 - ☐ Leadership skills
 - ☐ Innovation/creativity
 - ☐ Initiative
 - ☐ Communication skills
 - ☐ Conflict resolution & negotiation skills
 - ☐ Teamwork
 - ☐ Dealing with change
 - ☐ Self expression / oral communication
 - ☐ Problem-solving / decision making
 - o job-related, objective, meaningful
 - o direct, clear, understood
 - o related to the applicant's:
 - ☐ education/training
 - ☐ work history
 - ☐ goals, motivation and self-evaluation
- Listen carefully and keep the conversation on track.
- Provide honest information about the company and the job:

- o provide a full job description
- o describe working conditions, hours, special policies or procedures of the department/group
- o be honest and don't try to undersell or oversell this career opportunity

Closing the Interview

- Ensure that you and the candidate understand where to go from here
- Ask if they have any other questions
- Summarize the discussion
- Explain the timetable for finalizing a placement
- Be friendly and honest but don't give false encouragement or go into details for rejection
- Thank the applicant for his/her interest

Evaluation and Selection

- Using a selection matrix re-evaluate:
 - ☐ work experience, education/training
 - ☐ motivation and attitude
 - ☐ ability to perform the job
 - ☐ needs of the work group
 - ☐ company needs

TYPES OF JOB INTERVIEW QUESTIONS

To assist in the running of an effective interview that obtains as much information as possible from the candidate in the shortest possible time, we have collated a list of suggested questions which will help you.

Work History - Prescriptive

To obtain specific information about the candidate and to fill in any gaps found in the application, ask:

- Explain a little more about the duties you undertook in your present/last job
- What are/were the key responsibilities of your existing or previous role?
- What are/were the daily tasks of your existing or previous role?
- What daily tasks do/did you enjoy about your role?
- What are/were some of your reasons for leaving that role?

Work History - Evaluative

To obtain general information about the candidate's attitudes and motivation towards work, ask:

- How did you receive rewards and feedback in your work/job?
- How do you think your career experience to date has prepared you to keep extending yourself?
- What do/did you like or dislike about your role?

Working Conditions and Work Relationships

To obtain more information about the candidate's characteristics in a workplace setting, ask:

- How do/did the people you worked with affect your performance?
- Describe your working relationships – current and previous
- How do you fill your days if the company is not so busy?

Applicant's Goals and Job Objectives

To determine the match between the position and the candidate, ask:

- Why did you apply for this position?
- Where did you see it and what attracted you to the advertisement?
- How do you feel your qualifications and work experience can best contribute to getting the job done?
- What are your career goals and ambitions and how are you working on achieving them?
- Do you have a study or professional development pathway?

Employee Motivation

After attending a job-enrichment seminar, a supervisor decided that some of the suggested techniques could help combat his company's productivity problem. He invited an employee to his office and told him that he now would be allowed to plan, carry out and control his own job. The wanted "satisfiers" would be introduced into the man's job.

The worker asked if he would get more money. The supervisor replied, "No. Money is not a motivator and you will not be satisfied if I give you more pay."

Once again, the employee asked. "Well, if I do what you want, will I get more pay?"

The supervisor answered, "No. You need to understand the motivation theory. Take this book home and read it. Tomorrow we'll get together and I'll explain once again what will really motivate you."

As the man was leaving, he turned back and asked, "Well, if I read this book, will I get more money?"

Running an efficient Interview

Most interviews can be conducted adequately within 20-25 minutes, and by following a few simple guidelines, you will be able to save time interviewing and have more time to focus on your major day to day activities.

Running an efficient placement process usually involves around eight steps. We have outlined them here:

- *Define the job before filling it* – Have a thorough understanding of the job vacancy that you are trying to fill and be clear about the kind of person/skills you need to recruit to fit into that role
- *Qualify the candidates* - To save yourself time, pre-screen all candidates using a telephone screening questionnaire. Also remember to study their resume carefully and check their references
- *Organize and prepare* – Have a clear agenda for the interview and prepare specific questions so you don't waste time gaining useless information leaving less time for gaining relevant and important information
- *Set a friendly tone (2 minutes)* - Don't be curt – be polite and greet the candidate with a smile
- *Establish control of the meeting (2 minutes)* - Give a brief summary of what needs to be accomplished today. Briefly describe the position for which the candidate is being interviewed
- *Ask questions (10 minutes)* - Explore in some detail whether the candidate is right for the job. Evaluate personal style, chemistry between the candidate and yourself and others, and the candidate's attitude to matters that are raised and discussed. Cover two main topic areas in particular - the candidate's experience and

his or her personal qualities. If you need to clarify something from the resume now is the time to do so

- *Sell the opportunity (3 minutes)* – Re-confirm the job opportunity and share general information regarding responsibilities, reporting relationships and job benefits. Summarize the history and growth of the company, the current market position and organizational structure as it relates to the job vacancy
- *Answers questions and close (3 minutes)* - In this final step, allow the candidate the opportunity to ask questions about the prospective job

Interview Etiquette

Employers schedule interviews and therefore it is up to the employer to act as the gracious host for the event. Whilst a clever candidate will try to take control of an interview to demonstrate the best components of themselves, it's ultimately the employer who sets the tone. Some key ways that an employer can ensure that an interview is run appropriately are:

- A first interview is not a time for filling out forms or completing application documents. This is when you and the candidate should share mutual information
- A candidate has come at your invitation to do business. The best approach is to act as if he or she were a prospective customer coming to visit your facility. This tells the candidate this is a business call, not a one sided interrogation
- State your purpose clearly and take the lead on the discussions. Ask the candidate questions and then allow the candidate to demonstrate how he or she would apply his or her skills as part of their response. You need to carefully plan you questions to ensure that you receive effective answers

- Make sure everyone on the selection panel is clear about what the subject matter of the interview is going to be
- If you want to show a candidate true professional respect, arrange a working meeting. Discuss the role and how the candidate will add value to the organization through various projects. Describe the projects and what your expectations are. Encourage the candidate to come up with solutions to problems

Interview No No's

Questions about any of the following items can only be asked when there are legitimate occupational reasons. It is imperative, therefore, that when interviewing applicants or checking references, that you are aware of and follow these guidelines:

- *Age and Date of Birth* – federal law prohibits an employer from discriminating on the basis of a candidate's age
- *Name and National Origin* – no enquiry should ever be made about an applicant's maiden name or any previous name, a person's place of origin, or descent
- *Address* – making an enquiry into foreign addresses that would indicate national origin is prohibited. You can however ask for the address for the purposes of sending out medical benefits and other personal information
- *Social Security Number* – social security numbers can only be requested from candidates who need to be reimbursed for transport and other expenses they have incurred whilst attending an interview with your company
- *Marital Status and Relatives* – employers cannot ask questions about an applicant's relatives, marital status, and/or dependents during an interview

- *Height and Weight* – these statistics are not permitted to be requested from applicants
- *Education* – it is permissible to inquire about an applicant's academic, professional, or vocational educational background when it is a job related requirement.
- *Religion/Creed* – enquiry into a candidate's religious denomination, or holidays observed, is prohibited.
- *Arrest/Conviction Record* – it is inappropriate to ask about an applicant's arrest record or any convictions
- *Military Service* – employers are not permitted to ask about military experience
- *Organizations* – it is permissible to ask about professional organizational memberships but the candidate does have the right to exclude any organization that is of a predominantly racial, religious, or sexual nature
- *Financial Data, Credit Record* – questions to candidates about these issues are unlawful unless the company can demonstrate a business need to know this information
- *Disability* – it is unlawful to ask applicants whether they have a disability
- *People originating from other countries* – Particularly people from European and Asian nations – will include the above information on their application as a matter of course. This is because it is permissible to ask these questions in these nations. If you are hiring someone to work within America then you will need to hire him or her under United States guidelines. If you are unsure then it is always best to check with the relevant body.

More Interview No No's

Some more no no-s to watch out for:

- *Halo effect* - Where a member of the selection panel member is so impressed by one applicant that he or she is tempted to assess the entire interview process on that person alone
- *Leniency or strictness* - Some panel members may consistently judge applicants either too easily or too rigidly, particularly if the candidate is known to one or more of the selection panel members
- *Primacy* - There is a tendency to recall the first and the last few applicants only. Those in the middle can be easily forgotten. By taking written notes during each interview and by completing the Candidate Scoring Matrix after each interview you will be able to prevent this kind of bias.

Candidate Assessment

A basic scoring matrix can help you to assess a candidate's suitability for a position. A scoring matrix is particularly useful when you assemble a panel of 2 or more people because it provides a basis for discussion should panel members disagree about a particular candidate's expertise or quality.

An example of how a scoring matrix, and its accompanying matrix score card, might look is located on the following pages:

CANDIDATE SCORING GUIDE

SCORE	DESCRIPTION	RELATION TO JOB PERFORMANCE
6	Excellent	A comprehensive response which demonstrated in-depth knowledge and full understanding of the subject required for superior job performance.
5	Good	A good response which answered the question and showed depth of understanding and knowledge/ full possession of the requirement for effective job performance
4	Satisfactory	A response that was relevant and showed some understanding/ meets base requirements for adequate performance with scope for further development.
3	Less than satisfactory	A response which was relevant but superficial and failed to demonstrate depth of understanding/ candidate requires significant further development to demonstrate the requirement satisfactorily.
2	Poor	A response which was inadequate but which had some relevance/ candidate falls well below the base requirement for adequate performance and is unlikely to demonstrate competency without a great deal of further development.
1	Very Poor	A response which is either not relevant or substantially lacks any depth of content

CANDIDATE SCORING MATRIX TEMPLATE

Score	1	2	3	4	5
Attribute or Skills					
Experience in Records Management and maintaining a confidential file system					
Experience in providing reception tasks including face to face and telephone answering					
Experience in providing high accuracy rate and efficient typing of correspondence, minutes and reports					
Experience with PCs plus Word Processing, Desk Top Publishing and Spreadsheets					

DEBRIEFING AN APPLICANT

If you are not involved in the interviewing, and have simply made the referral of a candidate to a client, then you should ensure that the applicant calls with interview results as soon as she/he is able to get to a phone. The objective of the debriefing is so you can prepare for the call to the client in order to continue the closing process which was started in the initial contact with the applicant.

Closing issues which should have been addressed before the interview, and can be reiterated to the client include:

- The kind of job they want, the type of company that they would be entering should they be successful, the work environment, the type of people they want to work with, type of supervision they are looking for, and are prepared to give, should they have subordinates
- Location – are they prepared to take a job in this location, or commute or relocate? If they plan to relocate, have relocation dollars been addressed and do you know whether or not this is a prerequisite to accepting the job? If it is, what are the dollars involved?
- Salary specifics including bonuses or commissions
- Start date and any associated flexibility with this date
- Counter offers - is the candidate prepared to turn down a counter offer from their existing employer?

When the applicant calls the headhunter/HR professional to report back, he or she should be asked:

- To recount the interview in detail
- What questions were asked during the interview
- What were your responses to the questions
- How do you feel about the job and do you want it
- The name of everyone you talked with
- Starting offer, start date, title and position
- Does the HR person have authority to accept the offer on the candidate's behalf
- What was your impression of the client's interest
- What might the client see as drawbacks
- Did you fill out an application
- Did you provide references

PRE-EMPLOYMENT TESTING

An effective employee selection process will help organizations identify candidates who possess the necessary skills to perform their jobs well. To accomplish this, a selection process sometimes incorporates pre-employment tests to help employers assess each of the candidates.

When properly chosen and administered, pre-employment tests can substantially contribute to reducing employee turnover and training time, as well as increasing overall job performance and job satisfaction.

Different employment tests are used to measure a candidate's knowledge, skills, abilities, and other personal characteristics that might be required for any given job. Depending on the job requirements, organizations have the option of custom designing a test, using an off-the-shelf pre-developed test, self administering and assessing the test, or using the services of a career professional or psychologist.

TYPES OF TESTS

- *Assessment Centers* - Assessment centers are often used to administer a series of exercises that reflect the candidate's potential job capabilities and their ability to deal with any problems the candidate will likely face when in the job
- *Biographical Data* - Biographical data tests generally include questions about education, training, work experience, and the candidate's interests. Some biographical data instruments also ask about a candidate's attitude, perception of their own skills and abilities, and personality
- *Cognitive Ability Tests* - Cognitive ability tests are used to measure a candidate's ability to learn quickly, logic, and reasoning skills. Cognitive ability tests also assess a person's potential to solve job-related problems
- *Integrity Tests* - Integrity tests assess a candidate's experiences in relation to honesty, dependability,

trustworthiness and reliability. Integrity tests are used to identify, in advance, any candidates who might well engage in inappropriate behavior in the work place.

- Job Knowledge Tests – These multiple choice questionnaires are designed to evaluate a candidate's technical or professional knowledge. These tests are usually implemented for specific professions such as engineering or planning.
- Personality Tests - Personality tests are generally used to assess whether candidate's have the potential to be successful in jobs where they will be required to have a great deal of interpersonal interaction in teams and groups.
- Physical Ability Tests - Physical ability tests incorporate tasks or exercises that require physical strength, ability and agility to assess whether a candidate will be able to conduct a physically demanding role.

It should be noted that psychological tests should be considered simply as one component of, and not a replacement for, the other phases within the recruitment and selection process.

WEB LINKS TO PRE-EMPLOYMENT TESTS

For a list of publisher's that provide access to a variety of pre-employment tests visit www.AskTheRecruiter.com/resources.htm. This will allow you to research information on specific tests prior to spending money on hard copy testing programs.



Find the right pre-employment test – it will make the recruitment process more efficient and improve your chances of making a successful match

A place I'd like to work...

"People are pretty creative and wild here," Google co-founder Larry Page once remarked of the company's offices (the so-called Googolplex, outfitted with some 100 lava lamps, foosball tables, pyramids of Trix and Power Bars, and a player piano upon which Eric Clapton's "After Midnight" was often heard during all-nighters). He wasn't kidding. Indeed, Page once made his staff attend a high-level board meeting - wearing pink wigs.

[In a bid to boost productivity, Page once tried to ban telephones from a Google office building. He reportedly relented after learning that the law required a telephone in the elevator.]

PLANNING TO HIRE A CANDIDATE

MAKING THE DECISION

Following each interview, a decision should be made as quickly as possible on that particular candidate. It is recommended to not leave the decision making until the end of a long day (especially if interviews have been held all day or over a long period of time) as candidates who were seen earlier in the day can often be forgotten or misjudged.

It is important that panel members agree on the selection in a progressive manner - some negotiation may need to take place for a consensus to be reached. (Tips on effective negotiation are located in Chapter 9).

Recruiter Etiquette

It is critical to the success of an effective recruitment process that the recruiter maintains communication with all of the parties concerned, from the commencement of the process through to the successful placement of a candidate. Irrespective of whether the news is good or bad, or even if there is no news to give them, you should always maintain regular contact with the candidates and clients. This ensures that people are aware of the current status of the process.

Candidate Rejection

If the panel decides that a candidate is not to be considered further for the role, it is far better to let a candidate know promptly, rather than keeping them in the dark. Candidates who are clearly not going to be considered for the next round or for the role itself if there is no next round, should be rejected as soon after the interview as possible. This allows you to assess those candidate's who will move on to the next stage in the process.

You do not need to provide elaborate explanations as to why a particular candidate has not been selected. If you do, this can often lead to the candidate objecting and then engaging in an ongoing dispute about the process and their suitability.

Rejection should always take place in writing, and rejection letters should be polite, short and to the point. A sample rejection letter follows:

REJECTION LETTER FOLLOWING INTERVIEW

PERSONAL: To be opened by addressee only

Addressee

Address 1

Address 2

Address 3

Date

Dear

Re: (position applied for)

Thank you very much for taking the time to attend an interview for the above position at XYZ Company.

I regret to inform you that, on this occasion, your application was unsuccessful and the post was offered to a candidate whose experience more closely fits our needs.

Nonetheless, I would like to thank you for your interest in XYZ Company and wish you every success in finding a suitable position.

Yours sincerely,

Sender's name

Position

Telephone number

Email address

Candidate Feedback

If an unsuccessful candidate requests feedback on why they were not short listed and interviewed, or not appointed following an interview, the candidate should be asked to put this request in writing, and advised that they in turn will receive a written response.

It is important that any feedback given to candidates be in writing and that the feedback is agreed by the entire selection panel. This prevents any risk of candidates misinterpreting what has been said to them after the interview and then seeking comments from individual panel members.

As the recruiter, it is important to pay careful attention to detail in this phase of the recruitment process. You should ensure that any feedback provided to a candidate is an accurate summary of the reasons the candidate was not selected, and should be directly in relation to the role's selection criteria.

If desired, you can outline any areas where it was considered that the candidate did not have the skills, knowledge or experience required for the position. The wording of this is critical.

For example you could say *'we felt that you did not provide sufficient evidence relating to criteria number two, which asked for comprehensive experience in financial management'*. If the candidate has made it clear that this is a career step for them, try to give constructive advice to the candidate, by suggesting any areas that they might wish to gain additional and varied experience, in relation to the selection criteria.

Despite a willingness to offer constructive feedback, it is important to ensure that you refrain from giving feedback on information that did not emerge from the selection process, such as personal attributes. Finally, remember not to make any statements that might imply unfair discrimination.

Candidate Selection

Offers of employment are usually initially made by telephone because the final decision is made well after the candidates have returned home. It is then usually followed up with documentation.

During the telephone call, the successful candidate will expect to have an offer made in terms of salary and benefits. This is a good time to also confirm an anticipated date of appointment and details about the employment status, such as term of appointment, status (permanent, temporary, probationary etc.) and any other benefits that the candidate is not yet aware of. It is up to the decision maker to evaluate any additional enticements which may be available and offered during this telephone call (such as relocation expenses and a professional development allowance).

Don't be surprised if the candidate asks for some time to consider the offer. Sometimes candidates, particularly those in middle and senior management, receive counter-offers from their current employers, so this process can take several days or even up to a week.

Once a candidate has verbally accepted your offer you should make arrangement to formalize the offer in writing. Both parties should sign the offer prior to any work commencement.

Negotiating Contracts

Once you have endorsed a candidate for selection, you should engage in an open and fully transparent contract negotiation process. This process can have huge impact not only on the immediate hiring outcome, but also on a new hire's future career. Candidates who feel that negotiations are conducted honestly will be more satisfied in their positions. The contract negotiation phase can cover, but is not limited to, items such as salary, professional development, medical benefits and leave entitlements.

It is important to remember that any agreement you make reflects on the relationship between the candidate and your company.

Here are some additional guidelines for creating an employment contract:

- Ensure that milestones and performance indicators are embedded in the contract so that you have something to measure the employee's achievements with
- Don't arrange anything verbally, and ensure that everything is clearly documented.
- Have one standard contract that can be adapted for different types of employees
- Arrange for the contract to be read over by your attorney before you implement its use. This will ensure that it will benefit you, but still sit within legal boundaries.

Salary Packaging

Some firms like to be able to offer a range of salary packaging benefits to both entice and reward the best candidates, and hence, the best employees. Conversely, salary packaging can also have administrative benefits to the company so it tends to be a popular option for attracting the right talent.

Salary packaging allows employees to sacrifice a portion of their 'cash salary' and instead be offered items in lieu including a motor vehicle allowance or access to a vehicle for business usage, a cell phone, a laptop computer, a professional development training allowance, or extended medical benefits.

The Offer

All offers made to new employees should be made in writing to ensure there is no confusion about the offer and the acceptance between both parties.

A sample letter of offer follows on the next page:

SAMPLE LETTER OF OFFER – NEW EMPLOYEE

Date

Name

Street Address

City, State Zip Code

Dear [Name]

We are pleased to offer you the position of [job title] for [Company name] ("the Company") reporting to [manager's name] commencing on or before [start date].

Your compensation will be \$[compensation amount] per [hour or week or month or year], less proper deductions for all required withholdings, and paid in accordance with the Company's normal payroll procedures. [Insert any other compensation here such as a hiring bonus, incentive bonus programs, moving allowances, or stock option grants. Enclosed is a summary of current Company benefits.

Your employment with the Company is at-will, meaning that either you or the company may terminate the employment relationship at any time, with or without notice, and with or without cause, for any reason.

As a company employee, you will be required to follow the corporate rules and policies. You may not disclose confidential company information to unauthorized third parties, and at no time

may you disclose confidential information of a former employer to the company.

This letter and the attached [insert agreements] form the complete and exclusive statement of employment between you and the Company. These employment terms supersede any other agreements, understandings, promises, or communications, written or oral, by or on behalf of the company. Upon acceptance of this offer, you must provide proof of identification and authorization to work in the U.S.

To indicate your acceptance of the Company's offer, please sign and date this letter below and return it to me before [date] at which time this offer of employment will expire. This letter may not be modified or amended except by a written agreement signed by a representative of the Company and by you.

We hope that you accept this offer and look forward to working with you. If you have any questions or concerns, please do not hesitate to call.

Yours sincerely

Name

Title

Organization

Employee Induction

Induction is the process of introducing new employees to the company, to their supervisors and co-workers, and to their jobs. Chapter 3 covers the induction process at length.

Making sure the applicant starts

For most people, changing jobs is extremely stressful. They are filled with fear of the unknown, doubts from family and pressures from peers at their old job. Anything could trigger a reversal of their decision. They need to keep reaffirming that they have made the right decision and, as a recruiter, you need to let them know that you are right there with them. Call them the day before they are due to start and go over all the reasons again and make sure they are comfortable with the decision. If you sense any doubt, it may be red flag or a warning of something to be watchful for over the next few months, so you will want to be in close contact with both the candidate and the client/line manager.

Pre Employment Checklist

You need to ensure that you gather all of the appropriate information from your candidate prior to them commencing employment. The following checklist will help you do that-

SAMPLE PRE-EMPLOYMENT CHECKLIST

Name:

Unit:

Date:

▪ **Personal Data Submitted**

- | | |
|-----------------------------------|--------------------------|
| Resume | ☐ |
| Application for Employment Form | ☐ |
| Residence Location Map | ☐ |
| 2x2 and 1x1 colored ID pictures | ☐ |
| Birth Certificate | ☐ |
| Marriage Certificate (if married) | ☐ |
| Birth Certificate of children | ☐ |

▪ **Formal Education Documents**

- | | |
|-----------------------|--------------------------|
| Transcript of Records | ☐ |
| College | ☐ |
| Graduate School | ☐ |
| Post-graduate | ☐ |

▪ **Personnel Requirements**

- | | |
|-----------------------------|--------------------------|
| Bank Account No. | ☐ |
| Pre-employment Medical Exam | ☐ |
| Personnel Info Sheet | ☐ |
| Police/ NBI Clearance | ☐ |

▪ **Government**

- | | |
|--------------------------------------|--------------------------|
| SSS No. | ☐ |
| Photocopy of SSS Form E-1 or SSS ID | ☐ |
| TIN | ☐ |
| Photocopy of TIN ID or BIR Form 1902 | ☐ |
| BIR Form 2316 from previous employer | ☐ |
| Certification from last employer | ☐ |
| Waiver | ☐ |
| Others | ☐ |

▪ **If the employee has a Visa**

- | | |
|--------------------------------|--------------------------|
| Birth certificate for Children | ☐ |
| Marriage Certificate | ☐ |

You can download this and other forms and resources from
www.AskTheRecruiter.com/resources.htm

Making sure the applicant stays

For all the reasons mentioned in 'Making Sure the Applicant Starts' you must continue a supportive dialog with the applicant. You have a responsibility to him/her and the company. You are still the go-between him/her and the client/manager. He/she can say things to you that can't be said to his/her new boss. The new boss can say things to you that can't be said comfortably to the new employee. You can intercept, interpret and clarify things that could lead to 'getting off on the wrong foot.' Ultimately, you need to do your job, continue to communicate to both the applicant and the client, with emails and calls, to ensure that everyone is informed and satisfied.

LEGAL STUFF...
FOR HIRING OR INTERVIEWING A CANDIDATE

When you decide to recruit a new employee or use an independent contractor, it is extremely important that you make yourself familiar with all the federal and state laws that bind your relationship. There are several factors that determine whether a company is subject to specific employment laws. Ultimately, it depends on how many employees that business has and for how long they have been employed.

Essentially the key to making sure you have your bases covered is knowing that there is a large array of federal and state laws. In some states, it only takes one employee to make you subject to a particular law. It is important you are familiar with the laws that might well affect your business.

Prospective and existing employees are protected against discrimination based on race, creed, color, national origin, marital status, medical condition, sexual orientation or preference, religion, age, physical and/or mental disabilities or pregnancy under the following federal laws:

- *Civil Rights Act* - Under Title VII of the Civil Rights Act of 1964, pre-employment inquiries concerning race, color, religion, sex or national origin are not considered violations of the law if used for a legitimate business purpose, such as recruitment under a specific affirmative action program. Be cautious, as general inquiries that either directly or indirectly disclose such information, unless explained in full, may constitute discrimination. It is important for you to note that Title VII applies to all employers that have 15 or more employees.
- Both the Equal Opportunity Commission and the courts have ruled that setting minimum height and weight requirements is illegal if employers are doing so to screen out a disproportionate number of minority-oriented candidates, particularly if the employer is unable to give evidence that these standards are essential to the job role.
- *Age Discrimination in Employment Act of 1967* - The Age Discrimination in Employment Act prohibits employers with

20 or more employees from discriminating on the basis of age. This is with respect to candidates who are aged 40 years or over. In this vein, employment application forms that request such information are closely scrutinized by government officers to ensure that the request is for a permissible purpose and not for purposes as prescribed and prohibited by the ADEA. Permissible purposes are defined as situations when an age requirement or age limit is a bona fide job qualification (e.g., young actors are required for youthful roles).

- *Pregnancy Discrimination Act of 1978* - Questions about marital status, pregnancy, future child-bearing plans and the number and age of children are a violation of Title VII if used to deny or limit employment opportunities for female applicants. Also, under the Pregnancy Discrimination in Employment Act of 1978, it is unlawful to ask about pregnancy unless such a question is based on a genuine occupational requirement. Information needed for such job related information as tax, insurance or social security purposes may be obtained after employment.
- *American With Disabilities Act* – This Act prohibits discrimination on the basis of disability by employers. Employers with 15 or more employees are covered by the ADA.
- In addition, the *Rehabilitation Act of 1973*, predecessor to the ADA, prohibits discrimination on the basis of a physical or mental disability. Disability has been broadly defined to include perceived disabilities, even though the individual may not actually have a physical or mental limitation. Most states within the United States of America also have laws prohibiting discrimination against persons with disabilities.
- *Fair Credit Reporting Act* - Rejection of applicants because of poor credit ratings is prohibited under this act. Inquiries as to an applicant's financial status, such as bankruptcy,

car ownership, rental or ownership of a house, length of residence at an address, or past garnishments of wages, if utilized to make employment decisions, may likewise violate Title VII. In addition, the Fair Credit Reporting Act prohibits any prospective employer from obtaining a consumer credit report on an applicant unless the applicant is advised that this will be done.

Web links for locating the State and Local Employment Laws

For more information about federal and state employment laws, you can visit the following websites:

<http://www.findlaw.com>

<http://www.dol.gov/elaws>

<http://www.regulateireland.ie/pub/pele.htm>

<http://www.freelawyer.co.uk/vlawyer/employment>

Hiring a worker with disabilities

Although many companies would willingly hire people with disabilities, they often hesitate to do so because of questions about laws on hiring the disabled and about other workplace culture issues. Here is some basic information that will help you to make an informed choice about hiring a person with a disability:

- *Legislation* - Potential employers can obtain copies of the Americans with Disabilities Act from the offices of elected senators, at local libraries and law offices, and from www.eeoc.gov, the Internet site for the Equal Employment Opportunity Commission. Employers can also call regional offices of the EEOC to have a copy of the Act sent out to them.
- *Workplace Insurance* - Fear of rising health-insurance costs is often a major concern among employers thinking

about hiring a disabled person, but this concern is often based on misinformation. It is indeed true that health-insurance rates may rise if a disabled person is hired, and such an increase is more likely in smaller companies than in larger ones but companies facing this possibility often take the time to shop around for a new health-insurance provider. If they find better rates, they might change providers or use the lesser offer to negotiate a better rate with their current provider.

- *Health Insurance* - The ADA does not require employers to provide health insurance to disabled employees. But if the employer offers health insurance to other employees, the ADA requirements do apply. In 1993, the EEOC issued guidelines on disability based provisions of employer provided health insurance as follows:
 - o Disability-based distinctions are permitted only if the employer-provided health-insurance plan is genuine and if the distinctions are not used as a smokescreen designed to merely voice the responsibilities of the act
 - o Decisions regarding employment of an individual should not be impacted by concerns about how the individual's disability may or may not affect the employer's health plan
 - o Employees with disabilities must be provided with equal access to the health insurance program provided by the employer to all employees
 - o Employers cannot make employment decisions about any person based on concerns about health-plan costs because of the disability to someone with whom that person has an existing relationship.

- *Taxation* - There are three tax incentives to help employers cover the cost of accommodations for employees with disabilities or disabled customers. They are:
 - o Small Business Tax Credit - Small businesses that generated less than \$1 million in income during the previous year, or that have 30 or fewer full-time employees, are eligible. The credit is 50 percent of an expenditure, but only for the amount between \$250 and \$10,500. The credit is available every year and can be used for costs including but not limited to:
 - hiring sign-language interpreters for employees or customers who need them
 - hiring readers for employees or customers with visual problems
 - purchasing adaptive equipment or modifying existing equipment
 - o Architectural/Transportation Tax Deduction - Any business can take an annual deduction of up to \$15,000 for removing physical, structural, and transportation barriers for disabled employees
 - o Work Opportunity Tax Credit - is available to employers who hire people from targeted low-income groups, including rehabilitation referrals from an employment security agency office. An employer can take a tax credit of up to 40 percent of the first \$6,000, or up to \$2,400, in wages paid during the first 12 months to each new hire

- Well qualified people with disabilities who are eligible for employment are already gaining extensive experience in paid employment throughout the United States. Employers can find information on employing disabled people at the Office of Special Education Programs, 202-2058112; the Rehabilitation Services Administration, 202205-87 19; the Department of Veterans Affairs, 1-800-827-1000; the Social Security Administration (Project Able), 757-4413363; the State Governors' Committee on Employment of People with Disabilities (www.peopd.gov/state.htm); Goodwill Industries, 301-530-6500; and the Career and Employment Institute/National Center for Disability Services, 516-465-3737.
- There are many organizations nationwide linked with qualified or high profile personalities who welcome the opportunity to visit and speak to companies about the issues related to employing people with disabilities. Here are some of them:
 - o The American Council for the Blind, 1155 15th St., NW, Suite 720, Washington, D.C. 20005. You can phone them on 202-467-5081. The council has information on products that can help blind and visually impaired people
 - o The American Foundation for the Blind, 11 Penn Plaza, Suite 300, New York, N.Y. 10001. The telephone number is 212-502-7652. The foundation has information on products that can help blind and visually impaired people
 - o The American Occupational Therapy Association, P.O. Box 31220, Bethesda, Md. 20824-1220. The telephone number is 301-652-2682. The association has information on products that can help people with various disabilities

- o The American Speech Hearing Language Association, 10801 Rockville Pike, Rockville, Md. 20852. The telephone number is 301-897-5700. The association has information on products that can help the deaf and people with speech or hearing impairments
- o The Communication Aid Manufacturers Association, P.O. Box 1039, Evanston, Ill. 60204-1039. The telephone number is 1-800-441-2262. The association provides information and training on products that can help the speech-impaired
- o Disabled Sports USA, 451 Hungerford Drive, Suite 100, Rockville, Md. 20850. The telephone number is 301-217-0960. The organization keeps a list of manufacturers of products for athletes who have lost limbs
- o Paralyzed Veterans of America, 801 18th St., NW., Washington, D.C. 20006. The telephone number is 202-494-8200. The group has information on products for people who use wheelchairs and on other mobility products
- o The President's Committee on Employment of People with Disabilities, 1331 F Street, N.W., Washington, D.C. 20004-1107. The telephone number is 202-376-6200. They house a wide range of products for people with disabilities and work with employers to show how those products can be used on the job

- o The Rehabilitation Engineering Society of North America, 1700 North Moore St., Suite 1540, Arlington, Va. 22209. The telephone number is 703-524-6630. The organization has information on a variety of assistive-technology products used in the rehabilitation field
 - o Self Help for Hard of Hearing People, 7910 Woodmont Ave., Suite 1200, Bethesda, Md. 20814. The telephone number is 301-657-2248. The group has information on products for the deaf and the hearing-impaired
 - o Technical Communications Inc can be reached on 703-406-7831. They are a publishing and consulting company that focuses on the promotion of disability issues
 - o Telecommunications for the Deaf, Inc., 8719 Colesville Road, Suite 300, Silver Spring, Md. 20910. The telephone number is 301-889-3787. TDI is a nonprofit educational and advocacy organization that has information on products that can help the deaf and people with hearing impairments or limited mobility
- An employer's only obligation to a candidate with a disability is to explore the of the candidate's qualifications and suitability for the role. If the employer determines that the candidate is the most suitable person for the role, and the candidate qualifies for the position, then they should be offered the role as per the normal procedure. Once hired, the disabled employee is responsible for carrying out the job's duties. If upon employment it is found that

the disabled employee can't do the job, the employer is not under any obligation to retain the employee, just as would be the case with an able bodied employee.

- Feeling uneasy around disabled people is not uncommon. Here are some helpful tips on how to deal with the tension that can often occur during these initial meetings:
 - o Focus on the person, not the disability
 - o Stay calm and remember that you are only interested in the person's ability
 - o Make the candidate feel at ease – after all they are probably going to be just as nervous as any other candidate during an interview
 - o Ask the candidate about their disability in a positive way. For example, "Do you have any concerns about using a telephone or appearing before groups of people?" and "Do you know any famous people who have [cerebral palsy]?"
 - o Do not be not overwhelmed by the disability, because it is more than likely that the person sitting in front of you is not
 - o Ask yourself, "Is [cerebral palsy] a disability?" You might perceive stuttering, blindness, and deafness as disabilities, but to the candidate, cerebral palsy may have been merely an annoyance rather than a disability
 - o Ask the same job-related questions you would have asked a non-disabled candidate
 - o Treat the person with respect
 - o Hire the person (if you decide that this is in the best interest of the company above any other candidate)

I didn't get the memo!

"If you think supply-chain management is a boring topic, listen to one of Hau's talks. Within minutes, the professor of engineering and management science at Silicon Valley's Stanford University has the audience roaring with laughter. When it comes to anecdotes illustrating the pitfalls of today's supply chains, he has the delivery of a stand-up comedian.

"One story he tells is about Volvo. In the mid-1990s, the Swedish car manufacturer found itself with excessive stocks of green cars. To move them along, the sales and marketing departments began offering attractive special deals, so green cars started to sell.

"But nobody had told the manufacturing department about the promotions. It noted the increase in sales, read it as a sign that consumers had started to like green, and ramped up production."

Lee, Hau - American engineer and consultant, professor of engineering and management science at Stanford University

REFERENCE CHECKING

Checking job or employment references is a time-consuming and sometimes unhelpful task as these days many employers, despite recent updates to legislation, refuse to offer more than dates of employment, salary history and job title. Secondly, if you're not careful, each reference check can turn into nothing more than a friendly chat during which you talk more about the other topics, rather than obtaining the information you need to make an objective decision about hiring your candidate.

Telephone calls are a popular method of checking references these days because it is both efficient and accurate. You need to be well prepared so that you can garner as much information as you need in a short space of time. Always start the verification call with a thorough explanation of whom you are and why you are calling.

Make it clear whose reference you are checking and what position the candidate is being considered for. Inform the referee that you are interested only in job related information and that any information they share with you will be treated confidentially.

Telephone calls are also a great opportunity for recruiters to get referrals for existing talent. As any good recruiter would do, you should make a note of the person you are talking to and try to find out a bit about them as you complete the reference check. The following steps will help you to conduct thorough and successful telephone reference verification:

1. Planning

- Develop position and applicant specific questions.
Incorporate specific questions into the Sample Reference Check Form as necessary to ensure that you do not forget to ask anything along the way
- Gather together information on the referees to be contacted. Make sure the candidate has provided you with the current contact details for each of the referees so you don't need to chase them up unnecessarily

- Review interview notes and identify information that you can explore further with referees
- Schedule approximately 10-15 minutes to speak with each referee

2. Introduction and Overview

- Give your name and position/title
- State the name of the applicant and the purpose of the call
- Confirm that it is a convenient time to talk
- Offer the reference provider an opportunity to get a file or other information on the candidate and even an alternate call time if now is not convenient for the referee
- Emphasize that the call is entirely confidential
- Describe the job for which the candidate is being considered

3. Verification of Factual Information

- Confirm the relationship of the referee to the candidate (current/former supervisor, co-worker, client, teacher, etc.)
- Verify the candidate's current or last position held (job title, responsibilities, etc.)
- Review previous position(s) held as appropriate
- Confirm dates of employment

4. Obtaining Position/Applicant Specific Information

- Obtain information on the candidate's key responsibilities and clarify that this information is consistent with the information provided by the candidate during the interview
- Clarify any concerns of areas or uncertainty about the candidate's background
- Describe situations the candidate will face. Does the referee feel the candidate will be able to handle them adequately?
- Ask for information on the candidate's overall work performance. What criteria were used to evaluate performance? Was the supervisor satisfied with the candidate's performance? What were the applicant's strong points? In what areas did they need to improve?
- Limit questions requiring "yes" or "no" answers so that you end up with more of 'picture' of the candidate
- Keep the tone conversational. Try not to sound like you are interrogating the referee. Use phrases like "Can you recall...?"

5. Closing

- Offer the referee a final opportunity to provide information on the candidate. "Is there additional information about [Mary] that you think might assist me in my decision making today?"
- Obtain information on the candidate's departure from that company. "What were the circumstances surrounding [Anna's] layoff?" "Given the opportunity, would you re-hire [Roger]? Why or why not?"
- Thank the reference for his/her time and assistance

As with most recruitment processes you should also follow a standard process for reference checking. This allows you to compare candidates on an equal basis and ensure that you are asking the same balanced and fair questions that will help you make an educated decision on whom to hire for the role. There is a suggested reference format that you can use, on the following page.

SAMPLE REFERENCE CHECK CHECKLIST

Use this checklist as a way to guide you through checking a reference. The questions start with simple verifications and gradually move on to performance-related information.

BUSINESS REFERENCE CHECKLIST
Candidate: Potential Position Job:
Company:
Person Contacted: Position:
Company: Location: Bus Tel: Home Tel:
VERIFICATION Ask the following questions
I'd like to verify that (insert candidates name) worked with your company From To

What type of work did (the candidate) do? Title: General Duties:
Can I confirm that (the candidates) earnings were \$ per
Were there any bonus or incentive plans? Yes ☐ No ☐
Why did (the candidate) leave your organization?
What do you feel are (the candidates) strong points on the job? What characteristics do you most admire about him/her?
Did (the candidate) supervise other people? Yes ☐ No ☐ How many? How effectively? Can he/she create team effort?
What are (the candidates) shortcomings? Was there anything he/she was trying to change about himself/herself, or should be trying to improve on?

How would you rate (the candidates) overall job performance on a scale of 1 to 10 (10 being high) compared with others you observed in a similar capacity?

1 2 3 4 5 6 7 8 9 10

Have you seen (the candidates) current resume?

Let me read to you what it says were his/her duties and accomplishments at your organization.

Would you say this is an honest and accurate account?

Yes ☐ No ☐

How well does (the candidate) relate to other people?

Which employees does he/she work best with in terms of:
Superiors/peers/subordinates?

Is he/she a team player?

Yes ☐ No ☐

How did (the candidates) last job performance review go?

What strengths were cited?

What areas for improvement were noted?

What do you feel were (the candidates) most major accomplishments with your company?

Where there changes in behaviour?

Yes ☐ No ☐

On average, how many times a month did (the candidate) miss work or come in late due to personal, health or other reasons?

Whom did (the candidate) work for prior to joining your company?

When hired were his/her references checked?

Yes ☐ No ☐

What did the references have to say?

DEVELOPMENTAL

Where has there been the most growth or development?

Is (the candidate) in the right job/career?

Yes ☐ No ☐

How far do you think he/she can go?

What do you feel frustrated (the candidate) in his/her last position with your company?	
How did (the candidate) handle himself/herself in times of conflict?	
If (the candidate) asked you what one thing would most improve the way he/she performs on the job, what specific advice would you give him/her?	
What is the best way to work with (the candidate) to quickly maximize his/her talents and effectiveness for the company?	
NETWORKING	
Which other people know the candidate? Name: Title: Location: Telephone:	Which other people know the candidate? Name: Title: Location: Telephone:

OVERALL RATING	
Excellent	☐
Good	☐
Some Reservation	☐
Poor	☐
Check made by	
Date:	
Comments/Summary:	

When checking references it is important that all candidates receive fair and equitable treatment. To ensure consistency you should include the following in your reference checking guidelines-

- References should, and will, be checked for all of the candidates who are short listed
- The same basic job related questions will be asked of each referee to ensure continuity and consistency and fairness to each candidate
- The same number of referees are checked for each candidate (although sometimes this is just not possible)
- Any notes from the conversations with referees are kept confidentially in the candidates file which is maintained for the amount of time as per the company's recruitment procedure

Security Checking

For some roles within your organization, you might be required to conduct a security check on a potential candidate to ensure that they are of a fit character to work with a particular audience i.e. Teaching or Security roles.

In this scenario, you might like to use a Candidate Screening Permission Form which allows you to capture additional personal data on the candidate. Naturally, you will need the candidate's permission to do this, so having them sign a consent form covers you for this action. A sample of this form follows on the next pages.

SAMPLE SAFETY CHECKING PERMISSION FORM

Instructions: *By signing this form, you give consent for the information to be released from:*

- a) The Police in your local area,*
- b) The Federal law Enforcement body, and.*
- c) Current and previous employers.*

****Please note, this form will be filed and may be used to collect further information at a later date.***

****Information received through this process will be stored in a secure location. Original documents will be returned to the applicant.***

****Information obtained through this process will remain confidential. The workplace/organization will be notified if there is an issue with your clearance status at any time.***

Reason(s) for seeking security clearance (i.e. name and location of job role):
Organization:

Title: Ms Miss Mrs. Mr Dr	Given Names	Family Name
Date of Birth: Place of birth:	Previous/Maiden Name	Any other names you are known by
Home Ph: Work Ph:	Current residential address	Postal address

Have you ever lived or worked in any other State or any other country?

Yes ☐ No ☐

If you answer yes, please list the date(s), location(s), organization(s) and contact details:

Do you have any children?

Yes ☐ No ☐

If yes, provide the following details:

Names of All Children of the Applicant				
Full Name of Child	Date of Birth	Place of Birth	Relationship to you (e.g. son, step daughter)	Residing with you? Yes/No

Declaration:

I of the address provided, agree to the release of information from other relevant bodies. I agree to inform XYZ organization of any pending charges which may impact on my eligibility to work in a role with them. I understand that the provision of false information or withholding information may result in withdrawal of the clearance certificate, scheme registration or license cancellation whichever is appropriate.

Signature of Applicant:
Date:
<i>Declared at:</i>
<i>in (State):</i>
<i>on the: day of 20</i>

ARRANGING VISAS FOR FOREIGN WORKERS

There are a wide range of temporary and permanent visas that are available for use by foreign workers seeking employment. These visas are designed for different purposes and can be for the duration of a few days to several years. Some visas must be approved in advance before being issued by the Immigration and Naturalization Service (INS) or a local State Department. You should check the requirements on this before hiring a candidate.

There is a difference between a visa and a status, although both are referred to ubiquitously. A visa is a document or ticket adhered to a person's passport that allows them to enter the United States. A person's status is granted to the person upon entering the country, by the INS who site the visa and record the necessary data upon entry and exit.

For someone to obtain a visa for employment, they need to arrange for their sponsoring company to first obtain a labor certificate. This certification confirms that there is a shortage of American residents who can take on the position the foreigner will be undertaking. The foreigner must then file an INS Form I-140 along with this labor certification. They will also need to provide proof of education and experience with their application. Simultaneously the sponsoring company must submit evidence that it can pay the individual a salary throughout the duration of their employment and stay within the country. The INS will then examine the application and either approve or deny the application.

For more information about Visas and Immigration or to arrange Visas and Status for a potential employee then visit www.uscis.gov. This site also allows you to download the required forms and there is an area for emailing questions as well.

Foreign?

I thought that foreign children
Lived far across the sea
Until I got a letter
From a boy in Italy.

"Dear little foreign friend," it said
As plainly as could be.
Now I wonder which is "foreign"
The other child or me.

Ethel Blair Jordan

THE *LOW DOWN* ON CLASSIFICATION OF CANDIDATES

There are a host of different laws (often referred to as "worker classification" rules), that determine whether a worker is in fact an employee of your company or a contractor. Employers who don't take the time to learn the rules before they hire an independent contractor can become easily confused and then be the subject of numerous fines and taxes, so it is vital that you fully understand the implications of employing a new member of staff.

Here are some basic guidelines to assist you:

- *The IRS* – The IRS consider people to be employees if the company they work for has the right to direct and control the way they work. In contrast, the IRS considers people to be independent contractors if the company they work for does not manage how they work, except to receipt their work output at the conclusion of a pre-determined period of time or specific project or assignment. To make this assessment the IRS examines whether a worker is paid by the hour, sets their own working hours and pays his or her own traveling expenses. To find out more about the IRS test, you can refer to the agency's website at <http://www.irs.gov>.
- *Your State Workers' Compensation Insurance Agency* – Every State's workers' compensation agency has its own definition of independent workers. If your employee meets that specified criteria then you do not need to pay for workers' compensation coverage for that worker. To find out more about the workers' compensation test in your state, contact your state department of industrial relations or your state labor department. Your local office of the SBA might also have information on the subject. For a list of SBA offices, refer to the SBA's website at <http://www.sba.gov>.
- *State Tax Department* - If one of your workers qualifies as an independent contractor under your state tax

department's test, you do not need to withhold state income taxes from money that you pay to that worker. Otherwise, you should withhold state taxes, even if the worker qualifies as an independent contractor under the IRS test or the workers' compensation test. You can contact your state tax board for more details.

- U.S. Department of Labor - Finally, if the U. S. Department of Labor considers a worker to be an independent contractor, then the employer does not need to pay the worker overtime when the worker works more than 40 hours in a week. For more information about the U.S. Department of Labor's test for independent contractors, refer to the agency's website at <http://www.dol.gov>.

IRS Questionnaire

The questionnaire on the following pages will help you to determine whether you are engaging an employee or an independent contractor under IRS guidelines.

EMPLOYMENT DETERMINATION GUIDE

(Courtesy Employment Development Department, State of California)

Purpose:

This worksheet is to be used by the proprietor of a business to determine whether a worker is most likely an employee or an independent contractor.

General Information:

Generally speaking, the determination as to whether a worker is an employee or an independent contractor depends on both California common law and the statutory provisions of the California Unemployment Insurance Code.

If a worker is an employee then the business by which the worker is employed must report the worker's earnings to the Employment Development Department (EDD) and must pay employment taxes on those wages. If the worker is an independent contractor, reporting to EDD is not required. However, if total payments to the independent contractor for the year are equal to or greater than \$600, the business must file a Form 1099 with the Internal Revenue Service (IRS) and the California Franchise Tax Board.

The basic test for determining whether a worker is an independent contractor or an employee is whether the principal has the right to direct and control the manner and means by which the work is performed. When the principal has the "right of control," the worker will be an employee even if the principal never actually exercises the control. If the principal does not have the right of direction and

control, the worker will generally be an independent contractor.

If it is not clear from the face of the relationship whether the worker or the principal has the "right of control," reference is made to a list of secondary factors that are evidence of the existence or nonexistence of the right of control.

Questions:

Questions 1 through 3 are significant questions. If the answer to any of them is "Yes," it is a strong indication that the worker is an employee, and you have a high probability of risk if you classify the worker as an independent contractor.

1. Do you instruct or supervise the person while he or she is working? Independent contractors are free to do jobs in their own way, using techniques and methods of their choice. A company engages an independent contractor to achieve an end result.

2. Can the worker quit or be discharged (fired) at any time? If you have the right to fire the worker without notice, it indicates that you have the right to control the worker. Independent contractors are engaged to do specific jobs and cannot be fired before the job is complete unless they violate the terms of the contract. As an example, if a store owner hires an attorney to review his or her lease, the attorney generally only gets paid after he has done the work and reported back to the store owner – his client.

3. Is the work being performed part of your regular business? Employees normally do work which is a necessary part of the regular trade or business. For example, a sales clerk is selling shoes in a shoe store. A shoe store owner could not operate without sales staff on the floor actually selling shoes. On the other hand, a plumber engaged to fix the pipes in the bathroom of the store is performing a service on a onetime or occasional basis that is not an essential part of the purpose of the business enterprise. A certified public accountant who is engaged to prepare tax returns for a business is an example of an independent contractor.

A "No" answer to questions 4 through 6 indicates that the individual is not in a business for himself or herself and would therefore normally be an employee.

4. Does the worker have a separately established business? When individuals hold themselves out to the general public as available to perform services similar to those performed for you, it is evidence that the individuals are operating separately established businesses and would normally be independent contractors. Independent contractors are free to hire employees and assign the work to others in any way they choose. Independent contractors have the authority to fire their employees without your knowledge or consent. Independent contractors can normally advertise their services in newspapers and/or publications, yellow page listings, and/or seek new customers through the use of business cards.

5. Is the worker free to make business decisions which affect his or her ability to profit from the work? An individual is normally an independent contractor when he or she is free to make business decisions which impact his

or her ability to profit or suffer a loss. This involves real economic risk, not just the risk of not getting paid. These decisions would normally involve the acquisition, use, and/or disposition of equipment, facilities, and stock in trade which are under his or her control. Further examples of the scope to make business decisions includes deciding on advertising for the business, determining the priority in which assignments are worked, and selecting the types and amounts of insurance coverage for the business.

6. Does the individual have a substantial investment which would subject him or her to a financial risk of loss?

Independent contractors furnish the tools, equipment, and supplies needed to perform the work. Independent contractors normally have an investment in the items needed to complete their tasks. To the extent necessary for the specific type of business, independent contractors provide their own business facility.

Questions 7 through 13 are additional factors that should be considered. A "Yes" answer to any of the questions is an indication the worker may be an employee, but no one factor by itself is deciding. All factors must be considered and weighed together to determine which type of relationship exists. However, the greater the number of "Yes" answers to questions 7 through 13 the greater the likelihood the worker is performing services as an employee.

7. Do you have employees who do the same type of work?

If the work being done is basically the same as work that is normally done by your employees, it indicates that the worker is an employee. This applies even if the work is being done on a onetime basis. For instance, to handle an extra workload or replace an employee who is on vacation,

a worker is hired to fill in on a temporary basis. This worker is a temporary employee, not an independent contractor.

8. Do you furnish the tools, equipment, or supplies used to perform the work? Independent business people furnish the tools, equipment, and supplies needed to perform the work. Independent Contractors normally have an investment in the items needed to complete their tasks.

9. Is the work considered unskilled or semi-skilled labor? The courts and the California Unemployment Insurance Appeals Board have held that workers who are considered unskilled or semi-skilled are the type of workers the law is meant to protect and are generally employees.

10. Do you provide training for the worker? In skilled or semi-skilled work, independent contractors usually do not need training. If training is required to do the task, it is an indication that the worker is an employee.

11. is the worker paid a fixed salary, an hourly wage, or based on a piece rate basis? Independent contractors agree to do a job and bill for the service performed. Payments to independent contractors for labor or services are made upon the completion of the project or completion of the performance of specific portions of the project.

12. Did the worker previously perform the same or similar services for you as an employee? If the worker previously performed the same or similar services for you as an employee, it is an indication that the individual is still an employee.

13. Does the worker believe that he or she is an employee? Although belief of the parties is not controlling, intent of the parties is a factor to consider when making an employment or independent contractor determination. When both the worker and principal believe the worker is an independent contractor, an argument exists to support an independent contractor relationship between the parties.



Contract negotiations are now openly discussed so that both the client and candidate find a mutually satisfying outcome

EMPLOYEE CONTRACTS

When you have determined who you will offer the role to, and when they have accepted the offer, you will need to have them complete a client employment contract. A sample follows. Further examples can be found at www.AskTheRecruiter.com/resources.htm

SAMPLE EMPLOYMENT CONTRACT

This contract of employment is entered into between
(hereinafter referred to as 'Employer') and * Mr / Mrs / Ms
referred to as 'Employee') on

(date) under the terms and
conditions of

employment below :

**1. Commencement
of Employment**

Effective from

-

† until either party terminates the contract.

† for a fixed term contract for a period of
* days / month(s) / year(s), ending on

2. Position and

Section Employed

3. Place of Work

4. Working Hours

From _____ hours to _____ hours

(_____ days per week)

5. Wages

(a) wage rate

Basic wages of \$ _____ per * day /
month;

plus the following allowance(s) -

† Meal allowance of \$ _____ per * day /
month

† Traveling allowance of \$ _____ per * day /
month

† Attendance bonus of \$ _____
(amount)

(details of criteria and calculation of payment, if any)

		† Others (e.g. commission, tips)	_____
			(amount)
		(details of criteria and calculation of payment, if any)	
	† (b) overtime pay	† At the rate of \$ _____	per hour
		† At the rate according to * <i>normal wages</i> / _____	
		<i>times of normal wages</i>	_____
	(c) payment of	† Every month on the _____	day of the month
	wages	† Twice monthly on the _____ day and _____	day of the month
6.	Rest Days	* <i>With / Without pay</i> * on every _____	(day) / on rotation
		(not less than 1 rest day in every period of 7 days)	
7.	Holidays	The Employee is entitled to * <i>statutory holidays as specified in the Employment Ordinance/ public holidays</i> ;	
		† plus -	
		other holidays, if any (please specify) _____	
8.	Paid Annual Leave	† The Employee is entitled to paid annual leave according to the provisions of the Employment Ordinance (ranging from 7 to 14 days depending on the Employee's length of service).	
		† The Employee is entitled to the following paid annual leave according to the rules of the company _____	

† 9. Maternity Benefits	† The Employee is entitled to maternity leave and maternity leave pay according to the provisions of the Employment Ordinance.
	† The Employee is entitled to the following maternity leave and maternity leave pay according to the rules of the company
10. Sickness Allowance	The Employee is entitled to sickness allowance <i>* according to the provisions of the Employment Ordinance / equal to normal wages</i> under the following circumstances -
	<i>* the number of sickness days taken is not less than _____ consecutive days / irrespective of number of sickness days taken; and</i> the sick leave is supported by an appropriate medical certificate; and the Employee has accumulated the number of paid sickness days taken.
† 11. Probation Period	<i>* days / month(s)</i>
12. Termination of Employment Contract	A notice period of _____ <i>* day(s) / month(s)</i> or _____ an equivalent amount of wages for the notice period.
	† During the probation period - - within the first month : without notice or wages in lieu of notice - after the first month : a notice period of _____ <i>* day(s) / month(s)</i> or an equivalent amount of wages for the notice period.

† 13. **End of Year**

An amount equal to * \$ _____ or _____
month's basic
/ normal wages upon completion of each * calendar / lunar year.

Payment

Payment is to be made within _____

commencement of the next * calendar / lunar year.

† 14. **Mandatory
Provident
Fund Scheme**

The Employee joins the Scheme subject to the provisions of the Schemes Rules and Regulations. The Employer and the Employee are to make contributions towards the Scheme in accordance with the Schemes Rules and Regulations.

† **In addition to the mandatory contribution,** the Employer provides monthly voluntary contribution to the Mandatory Provident Fund Scheme * in the amount of \$ _____ / at a rate of _____ % of the Employee's monthly wages.

† **In addition to the mandatory contribution,** the Employee provides monthly voluntary contribution to the Mandatory Provident Fund Scheme * in the amount of \$ _____ / at a rate of _____ % of the Employee's monthly wages.

15. **Work**

Arrangements

during Typhoon

† The Employee is required to work when typhoon signal no.8 or above is hoisted and is entitled to * typhoon allowance / traveling allowance \$ _____ or _____ times of normal wages.

† The Employee is not required to work when typhoon signal no.8 or above is hoisted and no wages will be deducted during the period. The

Employee is required to resume duty if the typhoon signal no.8 is lowered

not less than _____ hours before close of working hours.

16. Work

Arrangements

during Black

Rainstorm

Warning

† The Employee is required to work when black rainstorm warning is

hoisted and is entitled to * *rainstorm allowance / traveling allowance*

\$_____ or _____ *times of normal wages.*

† The Employee is not required to work when black rainstorm warning is

hoisted and no wages will be deducted during the period. The Employee is

required to resume duty if the black rainstorm warning is lowered

not less than _____ hours before close of working
_____ hours.

17. Others

The Employee is entitled to all other rights, benefits or protection under the Employment Ordinance, the Employees' Compensation Ordinance and any other relevant Ordinances.

†Additional rules and regulations , rights, benefits or protection promulgated under the * *Company Handbook /* _____ also form part of this contract.

The Employer and the Employee hereby declare that they understand thoroughly the above provisions and further agree to sign to abide by such provisions. They shall each retain a copy of this contract for future reference.

Signature of Employee

Name in full : _____
HK I.D. No : _____
Date: _____

***Signature of Employer or
Employer's Representative***

Name in full : _____
Position held : _____
Date: _____

"To improve the golden moment of opportunity, and catch the good that is within our reach, is the great art of life."

Samuel Johnson

CHAPTER TWO — CORPORATE RECRUITING

DEVELOPING A CORPORATE RECRUITMENT PLAN

Companies should aim to develop a corporate recruitment plan that will enable them to recruit the best possible candidates with the highest rate of success. A large part of successful recruitment involves a commitment to planning for, and then creating, the best possible conditions to attract qualified candidates. Recruitment planning encompasses many components:

- undertaking a job analysis for the role
- preparing the job description for the vacancy
- finding, short listing and interviewing candidates
- selecting the most qualified candidate

Whether your company is heavily recruiting, recruiting on an 'as needed' basis or in the midst of a hiring freeze, you should always have a recruiting plan.

Plans can, and do, vary based on hiring volume and type of position, but you should articulate a standard strategy of how you recruit and fill positions. A well-defined recruiting strategy will help to ensure that the right employees are in place when they are needed.

Use the following tips to develop a recruiting plan that suits your company:

- *Identify Company Goals and Objectives* - Develop a strategy that matches your organization's mission, values, and vision
- *Create a long and short term plan* - Prepare recruitment strategies for current needs as well as anticipated needs for the future. This can help to eliminate unexpected and unseen costs
- *Put it in Writing* - Note each step in your current recruiting process in a flow chart. Look for unnecessary and duplicate steps. Document who is responsible at each component of the process

- *Consider Technology* – Be fully conversant with the existing human resource management processes. Consider investigating or investing in a Web-based resume management system or applicant tracking system if these will offer improvements to your existing system
- *Identify Recruiting Resources* - Building a comprehensive recruitment sourcing mix will help find qualified candidates. Elements to consider in your recruiting mix include:
 - o *Referrals* – Existing employees can be a great source for finding new employees. Existing employees know your company inside out and what it takes to succeed in your environment. In support of this, employee referral programs provide an easy and economical way to bring in new candidates
 - o *Job fairs* - Job fairs are one of the most direct ways of sourcing prospective entry and graduate level candidates. Some fairs specialize diverse candidates and/or specialty careers such as the military and defense forces
 - o *Print ads* - Placing an advertisement in the local newspaper is a typical strategy for a vacant position. To be truly effective job advertisements should be targeted, concise and descriptive in an attempt to eliminate 'time-wasters'
 - o *College recruiting* - Recruiting for graduates from local colleges includes everything from on-site interviews and information sessions to placing ads in the local college newspaper

- *Determine Online Efforts* - Job seekers are now using the Internet as a recruitment resource like never before. What used to be a way to attract only high-tech candidates now penetrates across every industry
- Your online recruiting strategy may incorporate:
 - o *Major job boards* - Use the big online job sites to reach a broad selection of available candidates. The sheer volume of job seekers on these sites combined should result in a large number of responses to your job postings
 - o *Resume databases* - Many careers and job websites include a resume database component where employers and recruiters can search for candidates with specific skills sets
 - o *Corporate Web sites* – These days job seekers are able to go directly to a prospective employer's web site to look for available jobs
 - o *E-Recruiting through online blogs* – blogs are an increasingly popular form of communication on the net. This can be an efficient way of sourcing new talent that will match well within an existing company culture particularly if you head towards blogs that discuss topics that relate your business area
 - o *List Serves* – are popular ways of building relationships with people. For a listing of reliable list serves visit:

www.AskTheRecruiter.com/resources.htm

- *Diversity Specific* – Investigate the availability of prospective candidate's through local diversity groups, community organizations and diversity oriented websites

- *Build in Retention* - To attract strong candidates, focus on your company's dedication and commitment to retaining employees. Ensure that your firm's recruiting efforts include developing strong benefit packages and other perks that encourage employee loyalty
- *Track Results* - Keeping track of your recruiting and retention programs including the various successes and challenges will help you fine tune the system

The following pages offer a summarized, practical, recruitment plan that you can use as a basis for your own plan.

GUIDELINES FOR DEVELOPING A RECRUITMENT PLAN

I.	Updated Position Description	
	A.	An outline of the companies Recruitment, Interviewing, and Selection Guide
	B.	Outlines of existing position descriptions on file (generic not person specific).
II.	Written Review of Diversity	
	A.	An outline of the companies affirmative action policy
	B.	Provide a statement regarding any existing underutilization and plans to recruit a diverse pool of qualified candidates.
III.	Well Prepared Employee Requisition	
	A.	Essential functions should include the fundamental (as opposed to marginal) job duties of the position.
	B.	Minimum requirements should reflect skills, knowledge and abilities required to perform the essential functions of the position.
	C.	Determine if an external or internal recruitment will be requested.
IV	Advertising Plan	
	A.	Review previous advertising response rates with Human Resources or line managers who have recently hired personnel
V.	Interviewing and Selection Process	
	B.	List of interview questions
	C.	Screening techniques
	D.	Methods of rating and/or ranking (i.e. Matrix samples)

THE ROLE OF A RECRUITER

Recruiting in general is a poorly understood profession and is sometimes seen as 'hard sell' – a bit like the poorly perceived auto sales trade. However, these days recruitment is a people profession that takes a pro-active and positive approach to people and relationship management.

There are several types of recruiters, but the mechanics, psychology, and expectations of recruiting are all the same. There are two main types of recruiters:

- *Corporate Recruiters* are employed in-house by a company for the purpose of finding and qualifying new employees for their own organization. They are also generally responsible for the development and implementation of the recruitment and human resource plans and sometimes in-house training if there is no specific or dedicated training manager
- *Third party recruiters* are subcontracted by a company for the same purpose. Several types of third party recruiters exist, but the main difference between them is actually in how they are compensated

THE RECRUITMENT PROCESS

The recruitment process is designed to foster successful hiring of candidates who can truly impact the success of a business. The selection of a candidate with the right combination of education, work experience, attitude, and creativity will not only increase the quality and stability of the workforce, it will also play a significant role in bringing corporate strategies to fruition.

As discussed earlier in the book, prior to initiating a recruitment selection, the following issues should be addressed:

- Determine the scope and expectations of the role and the skill sets required of the candidate to successfully perform the job
- Review of the Position Description to ensure that the skills required match the expectations of the role particularly from those who will interact with that role such as colleagues, subordinates and line managers
- Determine the compensation available to the position such as salary and benefits
- Assess the impact that the hire will have on the budget

Once the Position Description has been completed, or reviewed and evaluated, consideration should be given to the type of advertising required to draw a pool of excellent candidates to fill the position.

E-RECRUITMENT

E-recruiting, also known as web-based recruiting, is the term that describes a method of recruiting employees, using web based resources, such as a company's Internet site or its corporate intranet. These days e-recruiting is used by more and more companies who want to locate, screen, test and recruit candidates.

Companies that implement e-recruitment as a resource for their recruitment suggest that the primary drivers for using e-recruitment are:

- Promotion of their corporate image
- A reduction in the cost of recruitment
- Streamlined and paperless administration

In general, recruitment using web-based technology is only being utilized and exploited by the big end of town recruiters. But e-recruiting is actually open to every recruiter and provides plenty of advantages. All recruiters need to know that they too can take advantage of e-recruiting - they just need to start small and build up their processes so that e-recruiting forms a valuable part of their strategy.

Efficient Online Recruitment

If you haven't commenced an e-recruiting program then you might be slipping behind the pace of your competitors. E-recruitment makes recruiting very efficient and eliminates much of the paperwork and many of the more tedious paper based processes involved in recruitment. Here are tips to help you maximize the potential of the Internet for recruiting:

- *Use Your Website* – Look at your websites and ask yourself - does it help you recruit? If not, then include information that sets your company apart from others in your industry and provide a way for candidates to easily submit resumes for consideration
- *Professional Association Websites* - Post vacancies within your company on professional association websites as you will be seen to be people who are already within your industry and are in some senses pre-qualified
- *College and University Alumni and Career Services Websites* - You can post vacant positions, at no cost, on college and university job boards. Vacancies will be seen by students and staff who frequent the facilities on campus
- *Public Sector Job Websites* - Post vacancies on websites such as the Department of Labor/Employment Security Commission/Job Service Office in your state
- *Private Sector Job Websites* - Post vacancies on websites such as JobOpenings.net or America's Job Bank
- *Newspapers* - Most printed daily newspapers in city areas now have an affiliated website where you can post job advertisements. Sometimes these advertisements are included free of charge, as an added bonus when you purchase a printed advertisement. Online advertisements appear on the web for around 30-60 days which is a lot longer than one edition of the newspaper
- *Networking* - Networking is the most important tool for a recruiter who operates in the online world. Networking allows the recruiter to source potentially interested and qualified candidates with minimal effort. As a recruiter you can post open positions on networking sites such as recruitergroups.com and 60secondnetworking.com

RETENTION ...

KNOWING HOW TO KEEP YOUR PEOPLE

Being able to select and retain high quality, experienced and professional employees is a key success factor for business today. If you recruit quality people who have quality skills and have an enthusiasm to continue the development of their skills, they will increase their value to your company.

So how do you go about selecting and retaining talented people and then nurture an environment in which these people want to stay and contribute? This chapter outlines how you can do exactly that.

Here are some ways to make employees want to stay with your company:

- Ensure that you recompense your employees fairly, promptly and regularly
- Treat each and every employee with respect and demonstrate that you genuinely care about their welfare
- Praise accomplishments AND efforts even if a task is a long way off being achieved
- Clearly communicate goals, responsibilities and expectations to all staff in an equal and fair way
- Reward outstanding performance with promotions, rewards, and professional development
- Do not tolerate sustained poor performance — coach and train your people or move them on if it is not working out over a long period of time
- Involve employees in plans and decisions, especially those that affect them, and wherever possible seek their input and feedback
- Create opportunities for employees to learn & grow
- Create a culture that is open, trusting and fun – make your company a place where people want to spend time

Attitude

Jerry is a manager of a restaurant. He is always in a good mood and always has something positive to say. When someone would ask him how he was doing, he would always reply, "If I were any better, I would be twins!"

Many of the waiters at his restaurant quit their jobs when he changed jobs, so they could follow him around from restaurant to restaurant. The reason the waiters followed Jerry was because of his attitude. He was a natural motivator. If an employee was having a bad day, Jerry was always there, telling the employee how to look on the positive side of the situation. Seeing this style really made me curious, so one day I went up to Jerry and asked him, "I don't get it! No one can be a positive person all of the time. How do you do it?"

Jerry replied, "Each morning I wake up and say to myself, I have two choices today. I can choose to be in a good mood or I can choose to be in a bad mood. I always choose to be in a good mood. "But it's not always that easy," I protested. "Yes it is," Jerry said. "Life is all about choices. You choose how you react to situations. You choose how people will affect your mood. It's your choice how you live your life."

Several years later, I heard that Jerry accidentally did something you are never supposed to do in the restaurant business: he left the back door of his restaurant open one morning and was robbed by three armed men. While trying to open the safe, his hand, shaking from nervousness, slipped off the combination. The robbers panicked and shot him. Luckily, Jerry was found quickly and rushed to hospital. After 18 hours of surgery and weeks of intensive care, Jerry was released from the hospital with fragments of the bullets still in his body. I saw Jerry about six months after the accident.

When I asked him how he was, he replied, "If I were any better, I'd be twins. Want to see my scars?" I declined to see his wounds, but did ask him what had gone through his mind as the robbery took place. "The first thing that went through my mind was that I should have locked the back door," Jerry replied. "Then, after they shot me, as I lay on the floor, I remembered that I had two choices could choose to live or could choose to die. I chose to live.

Jerry lived. Thanks to the skill of his doctors, but also because of his amazing attitude.

I learned from him that every day you have the choice either to enjoy your life or to hate it. The only thing that is truly yours (that no one can control or take from you) is your attitude, so if you can take care of that, everything else in life becomes much easier.

MENTORS

Any CEO or manager truly interested in change and/or improving workplace performance must also become deeply committed to the Mentoring process. In fact, Mentoring is fast becoming the most efficient and cost-effective way for delivering corporate outcomes and achieving corporate growth. It enables more effective management whilst enabling strategic activities.

Human nature is essentially habitual and sometimes people see change as a threat. An experienced executive, or business owner, knows this and as a result puts in place systems, processes and styles that help to overcome this resistance to change. Mentoring is one such strategy.

A Mentor is an invaluable tool for helping an individual to develop a personal investment in change. The mentor helps to build a commitment to this whilst supporting the individual through the fear, moving them into the risk taking and then finally assisting them to taking action.

Mentoring systems need to be well organized and sympathetic to the corporate goals, whilst still nurturing individual expression and style. A successful Mentoring program has the following attributes:

- a systematic approach to Mentoring with times allocated
- an action plan for guiding both the Mentor and Mentee
- comprehensive training of mentors
- a Mentor peer support network

INTERNAL COACHING PROGRAM

Coaching is about providing feedback, usually to executives and managers, but also inspiring others in how to reach their personal best in their organizational role. While a business style coach usually works with high potential managers, the human resource style coach may work with every manager, supervisor and employee at every level in the organization.

Most frequently, a human resource style coach asks the 'hard questions' of an employee about the actions they take and provides advice about these actions and how they may have been more effective if they had selected other paths of action.

People are different and as such have different reactions to receiving feedback. Sometimes the most carefully chosen words can evoke a negative reaction. So, human resource coaches need to practice a blend of tact and honesty that helps the employee to develop his or her capacity to excel.

Whilst an enormously popular and in demand role, few internal human resource people are working in this arena. Organizations usually need to hire external coaches and consultants to undertake the task. But it is actually far more effective if an internal human resource professional is prepared to take on the role. This is because one of the most important traits that an internal human resource person brings to the role of a coach is his or her knowledge of the company.

Here are some tips for running a corporate coaching program:

- *You Need Permission to Coach* - An effective coach defines the boundaries of the relationship with each employee by reaching agreement as to the coach – employee relationship
- *The Coach Is Not in Control* - The coach does not control the relationship, the actions or decisions of the employee, but rather the employee makes the final decision about what he or she will do in any given situation
- *Be a knowledgeable resource - Tell the Truth When You Don't Know* – An employee seeks input from their coach

when he or she is uncertain about how to handle a particular situation or issue. This means you will most often receive the most difficult and delicate questions

- *Help the employee develop his or her own solutions* - People generally know what is the right or appropriate thing to do but they struggle to see the answer clearly for themselves. As such it is the role of the coach to draw the answer out of the individual
- *Practice finely tuned communication skills* - Listen to the needs of the employee who seeks your assistance and never assume that this question or this situation is like any other you have encountered
- *You are Always an Educator* - As a human resource professional, a coach should educate as well as coach their people. A coach's ultimate goal is to make the employee self-sufficient and resourceful for the future

STAFF RECOGNITION SCHEMES

Staff recognition schemes are an ideal way to reward, recognize and demonstrate appreciation for contributions that employees make within the workplace. Here is a selection of ways that employers can implement a staff recognition scheme with ease:

- *"Make a Difference" Certificates or Plaques* - Most people want to know that their work made a difference. A "Make a Difference" Certificate of Acknowledgement tells the individual that his or her work and contribution did make a difference and that it is appreciated
- *Pens and Pins for Excellence and Teamwork* - Pens and lapel pins are small and often inexpensive tokens that celebrate such positive contributions as excellence,

teamwork, and "doing whatever it takes to get the job done well."

- *Thank You Gifts to Please Individual Tastes* - Crystal picture frames, watches, clocks, locally made pieces of art work and ceramic provide some terrific ideas for employee recognition
- *Gift Baskets* - Baskets are a good choice because they can be customized to reflect the tastes of the receiver and they can be ordered for any price range. And, when the contents are gone, the basket box provides a practical and lasting memory
- *Chocolate* - Giving chocolate or a box of chocolates wrapped in ribbons sends a warm "thank you" message
- *Thank You Cards* - A handwritten thank you note or card is always appropriate and is often cherished more than a gift. Keep a supply on hand and that way you will be more likely to give praise and thanks.
- *Organization Merchandise* - People like merchandise that carries the company logo and mission so carry with you merchandise that you can give away freely. Things like t-shirts, mugs, pens, along with certificates of appreciation are popular gifts of thanks
- *Gift Certificates* – Keep gift certificates from local stores handy for convenient recognition to staff. They will appreciate the addition to their pay packet

We Learned it All in Kindergarten

Share everything.

Play fair.

Don't hit people.

Put things back where you found them.

Clean up your own mess.

Don't take things that aren't yours.

Say you're sorry when you hurt somebody.

Wash your hands before you eat.

Live a balanced life.

Learn some and think some, and draw and sing and dance
and play and work every day some.

Take a nap in the afternoon.

When you go out into the world, watch for traffic, hold
hands and stick together.

Be aware of wonder.

adapted from the book by Robert Fulgum

APPRECIATE EMPLOYEES FINANCIALLY

While other benefits are gratefully accepted and enjoyed by employees, unfortunately and fortunately, money makes the world go around. Here are some keys ways to ensure your employees are satisfied in that department:

- *Pay market wages* - Accessing up to date statistical information on salary and wage averages for your industry can be done through associations, recruitment firms and the Internet. Employees have easy access to this information and can monitor this themselves so if you don't want them to be disgruntled, you should do the same!
- *Offer stock plans* - The most loyal employee is an employee who has real ownership in the business. Stock ownership encourages employees to take on a new level of motivation for bottom line, long term success
- *Supplement with bonuses, performance-based pay (and commissions)* - Many firms offer their employees bonus plans that take into account personal performance, team performance and the company's annual profitability. Payment on commission, based on sales, is also common
- *Additional benefits* - Common benefits that form part of salary packaging include reimbursement for professional development programs, payment of fees for entry into retirement plans, subsidies for child-care or private schooling, casual dress environment and flexible job share schedules

Other benefits include:

- Weekend vacations
- Car leases and allowances
- Awards, plaques and other official honors
- Professional subscriptions
- Magazine subscriptions
- Access to dedicated laptops or cell phones

IMPROVING THE WORK ENVIRONMENT

People are spending more and more time in the workplace. Indeed, for many workers, the workplace acts as a key source of friendship and companionship, with employees forming strong relationships with co-workers. The extent to which employers can provide this type of atmosphere can be a good determinate of how successful they are in reducing employee turnover and increasing dollar turnover.

Here are some key ways to implement workplace improvements:

- *A career plan* – Generally employees like to have clearly defined goals, accompanied by defined plans and schedules to achieve those goals. Helping employees to develop a career plan within the company so that they understand where they are going is important
- *Open dialogue* – By having and encouraging a policy and culture of sharing information, helps build trust between employer and employee, and in turn encourages a desire by the employees to work smarter for the good of themselves and the company.
- *Listen* – Maintain (and regularly check) suggestion boxes for company improvement available to all employees, and offer rewards for the suggestion of the week, or month.

- *Team building* - Provide activities that promote team work, build relationships, and self confidence and that recognize performance and achievement. Hold regular company social outings to build rapport and enthusiasm
- *Professional development* – Making professional development opportunities available to employees is a key way to encourage staff to re-invest of themselves back into the business.

WHY PEOPLE STAY AND/OR LEAVE YOUR COMPANY

Employing and retaining staff is like juggling balls in the air. First, you have to find them, then you have to attract them and then you have to keep them. It's not easy and it can be a difficult and complex art to master, particularly when there is nearly 100% employment in some sectors. This places a growing emphasis and a needs-based concern for attracting and retaining valuable employees.

The signs of this being an employees market as opposed to an employers market are obvious:

- employee benefits continue to increase
- employment advertising has increased
- employers from all segments of industry are designing new-and-improved benefits to help differentiate their organizations as the "organizations of choice."

It is, and will remain, an employees' market for some time to come. Companies aren't only having a hard time attracting employees—they're finding it difficult to keep them and turnover is on the increase.

In the simplest terms, turnover means the loss of a human resource within a company that requires a replacement. There are two kinds of turnover, planned and unplanned:

Planned turnover isn't usually a problem, such as when a staff member retires or is promoted. On the other hand, unplanned turnover can be, and frequently is, unsettling to a company. When a key person leaves, businesses experience a period of shock and dislocation, sometimes resulting in lost business and a dip in personnel morale.

While a company's human resource department is busy finding ways to attract new talent and retain them as long serving employees, recruiters are at the back door talking to this key talent, encouraging them to consider better opportunities elsewhere.

So what vulnerabilities do these recruiters look for? What recruiters look for in their cold calls and referral networks are "dissatisfiers" — significant reasons for an employee to be tempted enough to consider leaving the company. They know from experience that all employees, even the most loyal, can be led to focus on what's not right within their organization. To these employees, recruiters present fresh, new possibilities, full of new challenges and more satisfaction. To combat this, employers need to better understand why employees leave their organizations.

There are various reasons employees leave one employer for another, but above all it comes down to the fact that employees feel obliged to leave to achieve unmet needs. Quite simply they are usually driven out by dissatisfaction.

Specifically, employees typically leave for five reasons:

- *The confidence factor* - Organizations often look like they are out of control and spinning madly when they are seen from the inside. It is not always clear to employees what the overall company strategy is, and even when there is a clear strategy, it might not be clear to the employees. When an employee loses confidence and hope, he or she may begin to think the grass is greener in another company, where there seems to be more focus and discipline. Then they might start looking elsewhere

- *The emotional factor* - When employees leave an organization, they often cite lack of recognition, inadequate rewards, and too little focus on their personal development as reasons to move on when they feel that their employer has failed to meet these needs
- *The trust factor* - Trust is a two-way street. A broken promise or a forgotten promise, damages the employer-employee relationship forever.
- *The fit factor* - Key employees who dedicate themselves to their organizations need to feel as though they fit in with everyone and everything and that their own personal values and goals match the companies
- *The listening factor* - Employees need have re-affirmed that their employer is hearing them. Often it is not being heard that is a reason for an employee leaving the company

BUILDING RELATIONSHIPS WITH YOUR KEY EMPLOYEES

Leaders of successful companies continually watch the back door to retain their key people. They consciously dispel myths and rumors, clearly define and communicate new rules, and ultimately nurture satisfied employees.

Many leaders follow these guidelines to get better turnover results:

- *They build confidence and hope through the development of an innovative vision and long term, inclusive strategies.* The best managers spend a lot of time and energy making sure that employees connect with the vision and strategy. They invite key people within the organization, from all levels, into the process of creating and defining the company's vision

- *They pay attention to the person.* The best leaders consciously pay close attention to their top employees, making sure they're being developed, rewarded and recognized for their contributions. The best leaders genuinely find ways to make people feel that they are more important than the business
- *They build loyalty, commitment and trust.* Many leaders recognize that trustworthy organizations have higher employee retention. Better employers act deliberately to ensure that employees know they're going to follow through on what they say they're going to do. These employers work hard at building a culture that fosters commitment, loyalty and trust
- *They build and maintain relationships.* Good employers make coming to work a personal commitment. They build one-on-one relationships with key people. These relationships become the foundation stone for the growth of a team and ultimately, this team becomes the reason why employees stay around
- *They create clear communications systems.* Employees hate to learn important information secondhand, so great employers ensure that every key employee is tied into what they need to know at the right time. This prevents employees "hearing things". Good employers should collect information and find smart, effective ways to distribute it to key employees

The truth is people can't really work much harder or longer than they do nowadays. And because they now have more choices in terms of their employment, this puts the risk on the employer. Employers, and indeed the entire organization should be working hard to protect their back doors from recruiters by learning how to focus on key employee "satisfiers".

THE IMPORTANCE OF THE EMPLOYEE HANDBOOK

An employee handbook can be a bit like a corporate 'bible'. The one stop reference guide for all things relating to the company including staff contact details, internal policies and procedures, copies of regularly used document templates, and minutes of recent health and safety meetings.

The actual handbook developed will vary from company to company and will depend to a large extent on size, number of employees, benefits offered, and other factors. A small one or two person owned and operated business generally does not require as many written policies, procedures or templates as a company with a large, diverse workforce. But regardless of the size or complexity of a business, it makes good business sense to take the time to think through the policies and procedures for the company, and have the latest versions located in an easy to use handbook.

The kinds of things that are usually included in a company's employee handbook include:

Company Info

- Introduction
- Welcome letter
- Company History
- Organization Chart
- Statement of Growth, Profit and Business Plan
- Statement of Commitment to Employees
- Continuity of Policies – Right to Change or Discontinue
- Acknowledge Receipt of Policy Manual
- Acknowledgment Electronic Receipt of Policy Manual

Employment Policies

- Recruitment
- Announcement of New Positions
- Employee Selection Process

Employment Eligibility Verification (From I-9)

Immigration Law compliance

Equal Opportunity

New Hire

Rehire

Relatives

Return to Work after Serious Injury or Illness

Employee Orientation

Confidentiality of Company Information

Conflict of Interest

Medical Evaluations and interviews

Disability Accommodation

Outside Employment

Grievance Employment

Grievance Procedure

Gratuities to Government Employees or Officials

Gratuities to Customer of Supplier Representation

Inventions and Patents

Employment Status and Records

Anniversary Date and Reinstatement

Reinstatement

Employment Classifications

Access to Personnel Files

Consent to Release Information

Background Checks

Authorization to Provide Information

Performance Review and Salary Merit Increases

Performance Improvement

Job Descriptions

Equal Pay

Employee Benefits

Vacation

Child Care

Holidays

Workers' Compensation Insurance

Sick or Personal Leave

Voting

Jury Duty

Bereavement Leave

Relocation of Current or New Employees

Temporary Assignment Allowance

Conferences and Meetings

Professional Memberships

Health Insurance

Health Benefits Continuation (COBRA)

Short-term Disability Insurance

Long-term Disability Insurance

Life Insurance

Flexible Spending Account

Employee- Incurred Expenses and Reimbursement

Mileage Reimbursement

Required Management Approval

Educational Assistance

Parking

Kitchen – Break Room

Employee Recognition

Matching Gift Plan

Payroll

Salary Administration

Payroll Deductions

Shift Premium

Timekeeping

Payday

Pay Deductions

Pay Advances

Overtime compensation

Termination

Workplace Guidelines

Record Retention

Employer Security

Employee Safety

Employee Privacy

Workday

Smoking

Meal Times

Company or Rental Car Allowances

Emergency Closings

Flextime
Telecommuting
Compressed Workweek
Cell Phone Policy
Telephone Use
Medical Leave of Absence
Family Leave, Parental Leave and Pregnant Employees
Family Leave
Pregnant Employees
Leave of Absence and Military Leave
Visitors
Recreational Activities- Sponsorships
Code of Conduct
Substance Abuse
Drug and Alcohol Policy
Drug Testing
Attendance
Dress Code
Sexual Harassment
Workplace Violence
Political Activities

E-Policies

General Principles
User Responsibilities
Access to Information Technology Resources
Abuse of Information Technology Resources

Unauthorized Use and Sanctions
Management Access to Technology Resources
E-mail Policies
Internet Usage Policy
Internet Access and Administration
Making Company Purchases over the Internet
Internet Security
Internet Miscellaneous

After giving your employee a copy of the employee handbook, it is important that you ask them to acknowledge receipt of the book. This is important in cases where employees might claim they are unfamiliar with particular company policies and compromise workplaces company practices. A sample acknowledgement form follows-

EMPLOYEE MANUAL RECEIPT ACKNOWLEDGMENT

Instructions: *This form letter is to be signed by employee to indicate he has received the employee policy and procedure manual and understands its effect.*

I have received my copy of the _____ *[name of employer]* Employment Induction Manual. It is my responsibility to read and understand the matters set forth in this Manual. It is a guide to firm policies and procedures but is not the sole source of such documents.

I understand that no statement contained in this Manual creates any guarantee of continued employment or creates any obligation, contractual or otherwise, on the part of the company.

I understand and acknowledge that the firm has the right, without prior notice, to modify, amend or terminate policies, practices, benefit plans, and other institutional programs within the limits and requirements imposed by law.

[Signature]

Dated: _____.

Manual Registration Number _____

First Day Coffee

Freddie was eighteen years old, friendly, and eager to do things right. Unfortunately, he wasn't especially bright.

He had just started his first job, as a delivery boy and general go-fer at a furniture warehouse. His first task was to go out for coffee.

He walked into a nearby coffee shop carrying a large thermos. When the counterman finally noticed him, he held up the thermos.

"Is this big enough to hold six cups of coffee?" he said.

The counterman looked at the thermos, hesitated for a few seconds, then finally said, "Yeah. It looks like about six cups to me."

"Good," Freddie said. "Give me two regular, two black, and two decaf."

RECRUITING FOR GRADUATES

On an annual basis Careers Departments at major Colleges and Universities invite employers on campus for an intensive opportunity over several hours or half a day to recruit students for full-time, part-time, permanent and casual positions or internships.

On Campus Recruiting Programs provide a convenient vehicle for companies to be able to connect directly with students who may well be interested in employment opportunities. Companies can conduct on the spot interviews and assessments for existing opportunities and talk with students about up coming and future opportunities.

ON CAMPUS INTERVIEWS

Interview dates are usually scheduled between the Fall and Spring semesters. Recruiters usually schedule in appointment times for their client companies to meet with students to see if there are any students who could be potential candidates.

ON CAMPUS JOB BOARDS

Colleges and Universities generally provide access to their on campus job boards so that recruiters and employers can list any upcoming job opportunities. On Campus Job Boards are usually available to students and staff via facilities on the campus and vacancies are seen exclusively by the students and alumni.

CANDIDATE SEARCH

Some Colleges and Universities provide employers and recruiters with access to their on-line resume databases of students and alumni who are looking for employment opportunities outside the institution. Possible candidates can be contacted directly by the employer, independently of the institution.

CAREER FAIRS

College and Universities generally hold major recruitment fairs on an annual basis. These fairs give students the opportunity to meet with students. They are usually held in Fall.

INFORMATION SESSIONS

Rather than scheduling one on one interviews, employers and recruiters sometimes host a one time information session, to disseminate information about a number of vacancies that might be available. Information sessions are ideal for military and defense careers, for instance.

MENTOR NETWORK

Some Colleges and Universities have formal mentoring programs where personnel from local companies can volunteer their time to mentor and coach a student alongside their formal education and studies.

USING A HEADHUNTER AGENCY

Engaging a headhunter employment agency is an efficient way to find a suitable employee for your company. Employment agencies work for you to find a candidate who meets your requirements by using their network of contacts that you may not otherwise be able to find on your own. Headhunters work for both the company seeking the new employee and the individual that they are attempting to find a suitable position for, but it is the company that places a candidate and pays the headhunters fees. The fee is usually a percentage of the candidate's first year's salary and ranges from between 10% to 30%.

Many companies go to employment agencies so that their job search is made simpler. The companies expect that the candidate the employment agency sends are qualified for the position and have already had their references checked and verified.

When considering using a headhunter agency, it is important to maximize their expertise to its fullest extent. To use headhunting agencies to their fullest capacity, make sure you make contact with two or three of them. Many headhunters have different networks that they work around and this brings with it a range of contacts that they have worked with over the years.

After giving the agency some of your criteria, and faxing or emailing them with the job description and any other relevant information, they will probably suggest a visit to your workplace. This can be useful in conveying to them the unspoken information about the company's workplace environment and culture, which is important when they are assessing and putting forward candidates to meet your needs.

PERFORMANCE REVIEWS

Managers and supervisors cite performance appraisals or annual reviews of their employees as one of their most disliked workplace tasks. A disciplined performance management program eliminates the performance appraisal or annual review process as the main focus of employee performance and instead focuses on the entire spectrum of performance improvement strategies. These include employee performance improvement, performance development, training, cross-training, challenging assignments, 360 degree feedback and regular performance feedback.

360 DEGREE FEEDBACK

Employers are now turning to 360-degree appraisals which gather and collate feedback from both internal and external customers in order to receive a broader, more accurate perspective on a specific employee's performance.

In a formal performance appraisal system, there is no way for them to know whether an employee is an effective performer in all interactions, or when the boss is 'on the floor'. Traditional performance appraisals can tend to be subjective and a little simplistic, rather than objective and comprehensive, which is what is required these days. The need for accurate and fair performance measurement has increased now as most organizations implement flatter corporate structures, more frequent internal change, and more external competitive pressures from customers and business peers.

But what do organizations really need now? What will actually make performance appraisals effective? Enter the 360 degree performance appraisal. Relatively new, the 360 degree performance appraisal offers an alternative method by which organizations can gain more useful performance information about employees. This helps them to ultimately, be more effective, more satisfied and more accountable as employees.

The 360 degree performance type appraisal is significantly different from the traditional supervisor – employee performance evaluation. This is because rather than having a single person undertake the evaluation, the appraisal is conducted by a series of people – all whom have different relationships with the employee.

Companies must resolve two key issues before using the 360-degree appraisal program effectively. The first issue employers must resolve is how many raters should be involved, and, more importantly, who should do the rating.

As a rule of thumb, organizations should generally select between 5-10 raters – if you opt for more than 10 raters, it can make the appraisal system far too complex and time consuming. Remember it is not so much about the numbers of raters, but rather choosing the right individuals to act as raters that is important.

Once a company decides who will participate in the ratings for employee appraisals, it must create the criteria by which the employee will be assessed. The questions used in a 360-degree appraisal should be based on areas with which the rater has knowledge, so that the answers can be answered honestly and thoughtfully, as opposed to using guesswork.

Here are some key steps to implementing a successful 360 degree appraisal program:

- Management should clearly communicate the importance of an employee feedback program and the subsequent value of a 360 degree appraisal program
- A 'working group' of employees and managers should participate in the development of the appraisal criteria and process to ensure adequate consultation and weighting
- Employees should be given skills training on how to effectively give and receive constructive feedback
- Employees should be trained on the 360 appraisal instrument and process

GIVING USEFUL FEEDBACK

Feedback can have a massive impact on employee performance and motivation by the manner and approach with which it is delivered. Here are some guidelines for ensuring feedback delivered in your organization is at its optimum:

- Effective feedback should be specific and not generalized and vague
- Effective feedback always focuses on a specific behavior, not on a person, their values, morals or intentions
- The best feedback is offered sincerely and honestly and is given with the intent to provide help
- Successful feedback outlines actions or behavior that the individual can do something about – with the intention of personal growth or improvement
- When a candidate seeks feedback it usually has a far more powerful effect
- Ask permission to provide feedback prior to launching into a discussion
- Effective feedback involves the sharing of information and observations and does not include advice unless it is requested
- Effective feedback is timed appropriately
- Effective feedback involves asking a question of the candidate to check that they understand the feedback that they have been given
- Effective feedback must remain as consistent as possible and should not change from day to day or from employee to employee in the case of a single message

In order to implement effective feedback mechanisms in an organization for instance, as part of a 360 degree performance program, then the following important guidelines should be considered:

- Remember that feedback is a critical communication resource that is used to give messages to a person or a team of people regarding the effect their behavior is having on another person, the organization, the customer, or the team
- Positive feedback involves communicating with the employee about good performance. Make this feedback timely, specific, and frequent so that the employee feels important and warranted
- Constructive feedback alerts an employee to an area in which his or her performance could improve. It is important to remember however, that constructive feedback is not criticism; it is descriptive and should always be directed at the action, not the person
- The main purpose of feedback is to help the employee to understand where they stand in relation to expected job outcomes
- Recognition is a powerful motivator. Most people want to obtain more recognition. Feedback helps people to feel recognition

A sample Performance Review template follows on the next page:

PERFORMANCE REVIEW SAMPLE TEMPLATE

EMPLOYEE	DATE	COMPLETED BY
INSTRUCTIONS		
You should complete this form before conducting the performance review with the employee. Provide written comments for each category and rankings for categories (as indicated). Use specific examples to help the employee understand what he/she has done well and what areas require improvement.		
JOB ACCOMPLISHMENTS		
[List the employee's job accomplishments during this review period. Provide an overall rating for the period.] ☐ ☐ ☐ ☐		
[] 1– Unsatisfactory	[] 2– Satisfactory	[] 3– Average
		[] 4– Above average
		[] 5– Outstanding
STRENGTHS		
[List the key strengths that the employee exhibited during the review period.] ☐ ☐ ☐		

AREAS FOR DEVELOPMENT

[List the key areas that the employee should improve and/or develop.]

- ☐
- ☐
- ☐

COMMUNICATION SKILLS

[Describe the strengths and weaknesses of the employee's communication skills.
Provide a rating for the review period.]

- ☐
- ☐
- ☐

[] 1-	[] 2-	[] 3-	[] 4-	[] 5-
Unsatisfactory	Satisfactory	Average	Above average	Outstanding

ENTHUSIASM

[How enthusiastic is the employee about the position? Provide a description and a rating.]

- ☐
- ☐
- ☐

[] 1-	[] 2-	[] 3-	[] 4-	[] 5-
Unsatisfactory	Satisfactory	Average	Above	Outstanding

average

TIME MANAGEMENT

[Does the employee seem to manage his or her time well? Provide a description and a rating.]

☐

☐

[] **1-**
Unsatisfactory

[] **2-**
Satisfactory

[] **3-**
Average

[] **4-**
Above
average

[] **5-**
Outstanding

GOAL ACHIEVEMENT

[Describe and rate the employee's degree of success in meeting predetermined goals.]

☐

☐

☐

[] **1-**
Unsatisfactory

[] **2-**
Satisfactory

[] **3-**
Average

[] **4-**
Above
average

[] **5-**
Outstanding

CUSTOMER SERVICE

[Describe and rate the level of customer-oriented thinking that the employee displays.]

- ☐
- ☐
- ☐

[] **1-**

Unsatisfactory

[] **2-**

Satisfactory

[] **3-**

Average

[] **4-**

Above
average

[] **5-**

Outstanding

JOB KNOWLEDGE

[Describe the level of knowledge that the employee has about his/her job in particular and the company in general. Rate his/her job knowledge.]

- ☐
- ☐
- ☐

[] **1-**

Unsatisfactory

[] **2-**

Satisfactory

[] **3-**

Average

[] **4-**

Above
average

[] **5-**

Outstanding

OVERALL PERFORMANCE

[Provide a summary of the employee's overall performance. Rate his/her overall job performance.]

- ☐
- ☐
- ☐

[] **1-**

Unsatisfactory

[] **2-**

Satisfactory

[] **3-**

Average

[] **4-**

Above
average

[] **5-**

Outstanding

AGREED UPON ACTIONS

	BY WHOM	DUE DATE

OTHER COMMENTS

Accepted and agreed to by:

[Employee's Name]

[Date]

[Manager's Name]

[Date]

SUCCESSION PLANNING

A leader's natural focus is on the growth and performance of people within the organization. Quality leadership is the engine room of an organization developed in order that the company continues to grow. Nurturing current talent for future key management positions ensures that the people an organization needs to continue can be supplied. Effective succession planning delivers personnel who are ready for the challenges of the future.

Despite its importance, there are some challenges to successful succession planning. The time required, the processes needed and the temptation to hire 'the same kinds of people' can all cause problems for organizations. Here is a list of innovative succession planning and employee development systems that companies can use to overcome these obstacles and drive performance:

- Determine a set of key leadership criteria and provide support to help existing leaders meet these requirements so that they can advance themselves and the company
- Collaborative discussions between employees and managers, helps employees to actively participate in the development and achievement of performance goals
- Screen candidates effectively in order to identify those with strong potential
- Align the human resources plan with the corporate culture to ensure that the executive structure mirrors corporate values

CONDUCTING A CLEAN DEPARTURE ...

THE EXIT INTERVIEW

The exit interview is a debriefing style meeting that is held between an employer and a departing employee. An exit interview is usually conducted for employees who voluntarily resign as a result of an independent decision to 'move on' instead of those who are fired or retrenched.

Exit interviews are often candid and relaxed and as a result, are one of the best ways to get true and honest feedback from employees about the culture and operations of the organization.

An exit interview generally involves at least one representative from a company's human resources department and the departing employee. There is usually no more than these two participants unless specific arrangements are made prior i.e. the employee requests his/her supervisor to attend. The meetings usually involve the employer representative asking the employee questions while taking notes, or asking the employee to complete a questionnaire, or both.

These kinds of exit interviews are conducted to allow the employer to gather data that will help them to improve working conditions and retain employees within the organization. However, a hidden purpose and one that is usually unspoken of, is the employers desire to use the meeting to avoid costly litigation down the road, caused by "disgruntled" employees. These meetings can help to vocalize and deal with any issues prior to the employee's departure.

While employers ask exit interview questions verbally or in questionnaire form these days, it is not uncommon for exit interview questions to be in electronic form. A basic sample questionnaire follows.

SAMPLE EXIT/DEPARTURE INTERVIEW QUESTIONS

Employee Name:

Role Performed:

Manager/Supervisor:

Employees:

Date Leaving:

What are your leaving our company?

What was the most satisfying aspect of your role?

What was the least satisfying aspect of your role

What would you change about your role?

Is the role what you expected?

Did you receive sufficient on and off the job training?

Did you receive support from your peers and supervisors?

Did you receive feedback about your ongoing performance?

Did you find the performance feedback useful?

Did we help you develop your career goals?

What improvements would you make to our business?

Were you satisfied with your pay and the other benefits?

Discuss how your supervisor assisted or hindered you?

What qualities helped you to be successful with our company?

Did the company policies make your job more difficult?

Would you consider working for us again?

Would you recommend working for us to someone else?

What did you like most about our company?

What did you like least about our company?

Can we do anything to encourage you to stay?

Have you investigated a transfer within the company?

Do you have any other comments?

NOTES

NOTES

NOTES

**"I rate enthusiasm even above
professional skill"**

Sir Edward Appleton

CHAPTER 3 – EMPLOYEE INDUCTION

OVERVIEW

Induction can be best described as the process of introducing new employees to the company, to their supervisors and co-workers, and to their jobs. After completing the required paperwork, it is necessary to concentrate on bringing the new employee into the business by arranging for an induction, so once you have selected your candidate and they have accepted your terms of offer, you should arrange to conduct an induction as soon as is practical.

Whatever form it takes, an induction session serves a number of purposes:

- to ensure that new workers commence productive activity as soon as possible
- to ensure that these new employees receive accurate information that will help them settle in and perform in their role
- to provide the organization with the chance to develop good work habits in new employees from day one
- to help newcomers feel welcome, relieve any anxiety they might be feeling, and set new employees on the way towards being a loyal, productive member of the organization.

THE INDUCTION SESSION

An induction session should incorporate a review of the employee's job description, so that he or she knows exactly what their specific duties will be, and how their role fits within the organization.

Induction sessions can also cover but are not limited to:

- having the employer and employee signing the employee agreement
- providing copies of all relevant policies, induction and workplace manuals and agreements to the new employee
- providing an overview and any relevant information on the company's business goals
- confirming the basic workplace rules such as no smoking
- introductions to team members, managers and other key staff
- running through remuneration details including salary, car parking and medical benefits
- conducting a tour of the workplace



**Help your candidates not to drown in the first few weeks
and you will increase your chances of securing a successful
long term match**

PRE-INDUCTION ARRANGEMENTS

Prior to commencement, the recruitment officer/manager should, in consultation with the line manager:

- Ensure that the workplace is ready to house the new employee (consider furniture, work station layout, stationary and office materials, computer and other equipment)
- Ensure that other staff in the work area/general vicinity of the employees work station, are aware of the new employee's commencement date and are prepared to welcome and assist the new incumbent as much as possible
- Nominate a staff member with a similar level of responsibility to 'buddy' with the new employee for an initial period

New employees should be encouraged to bring documents, numbers and evidence with them that they might need to complete in-house forms and documents, or indeed to complete the first working day including:

- Proof of degree, certificate or license where a qualification is compulsory and a copy needs to be kept on file
- Proof of birth date - may be a birth certificate, passport or driver's license
- Information for completing New Employee Advice form (see sample below)
- Details of Tax File or Social Security Numbers

A copy of a Workplace Induction Checklist follows on the next page.

INDUCTION PROCESS WORK ENVIRONMENT CHECKLIST

Office		Telephone	
Office / Workstation Available	☐	Complete Telephone Form	☐
Office Number Confirmed / Available	☐	Forward Form to Communications	☐
Keys / Building Access	☐	Telephone Instructions Available	☐
Nameplate(s)	☐	Appropriate Staff Directory near phone	☐
Desk		Staff Notification	
Clean / Cleaned Out	☐	Broadcast message regarding appointee	☐
Functioning	☐	Arrange first staff introduction	☐
Files Orderly	☐	Appoint and brief buddy	☐
Hand-over Report present	☐		
Computer		Confirm with Appointee	
Clean & Connected	☐	First day/time of Arrival	☐
All required software installed	☐	Name of Person to see	☐
All required Access authorized	☐	Place of Arrival	☐
All required Login's obtained	☐	Parking Areas	☐
Printing Requirements		Stationery	
Business Cards	☐	See / Complete Stationery Checklist	☐
Letterhead	☐		

STAFF REMOVAL AND RELOCATION

Sometimes an organization will offer to relocate a candidate from one geographical locality to another, in order to secure that person's employment services. This service is generally reserved for senior executive level positions, and is common where a candidate has been headhunted for a vacancy.

Relocation and removal services include but are not limited to:

- *Travel* - all arrangements associated with the transport of the candidate and his or her family
- *Removal* - all arrangements associated with the secure packing up, insurance, transport, storage and unpacking of household and personal effects
- *Relocation* - a range of 'induction style' services that assist the candidate and his or her family to establish themselves in a new location, including temporary accommodation on arrival, home search, job search for partner, school search and any social networking opportunities

It is generally found that the more attention that an employer can give to meeting the needs of a new staff member and making their relocation a success, the more this re-affirms the candidate's decision to accept the role, assist in stabilizing life outside the workplace and enable the person to be focused and motivated while on the job.

In practice, the offer of assistance to an appointee is at the discretion of the relevant line manager and does not necessarily have to be taken or accepted. In all cases where assistance is offered, the amount of assistance and type of assistance is to be negotiated and agreed at the time of offer and prior to acceptance of the employment contract between the employer and employee.

"The world is changing very fast.

Big will not beat small anymore.

It will be the fast beating the slow. "

Rupert Murdoch

CHAPTER 3 – CONTRACT RECRUITING

OVERVIEW

Even in a tough and tight economy where companies generally feel the squeeze and some even consider downsizing, there are companies who create and offer job vacancies. To fill these vacancies, companies will usually look for the easiest solution. They reach to connect with traditional contingency staffing agencies - commonly referred to as head hunters or recruitment agencies.

Contract recruiting is generally more cost effective than establishing in-house recruitment teams for small businesses, delivers improved and more consistent service, and results in long-term placements. The approach is simple and straightforward – the contract recruiter is contacted by the hiring company to fill a position or number of positions. It is a very accurate solution to a very specific requirement.

In contract recruiting, the company who needs to employ a candidate, or several candidates, hires a contract recruiter who physically works on-site as the human resource department or as an extension to it. Contract recruiters are usually compensated on an hourly or monthly basis with no other fees paid. The overall cost of using a contract recruiter generally works out to approximately 10-15% of the total salaries of the person or people hired on this basis. In addition, since the contract recruiter works on behalf of the employer he or she can be charged with negotiating the employee's compensation package that is in the best interest of the prospective employer while still securing the services of the candidate.

Contract recruiting allows the employer to maintain the same control over the recruitment process as if they were conducting it themselves. Contract recruiters fill the vacancy using the company procedures, while being mindful of the corporate culture and being aware of the organizational goals. Typically, the recruitment process, in general, remains the same. Resumes are generated and reviewed. Then candidates are screened, interviews are arranged, references are checked, applicants are tested (if this is required) and negotiations take place.

Contract recruiting comes with enormous flexibility. Organizations can start with contract recruiting, particularly for one off vacancies, but can expand the service once they need to hire more staff.

THE JOB ROLE OF A CONTRACT RECRUITER

Contract recruiters undertake all of the tasks that a recruitment agency does, including sourcing and screening candidates and working with the company's managers to select candidates for interview.

Organizations generally elect to engage a contract recruiter who can work on site, so that they can obtain an insider's view of the company's corporate culture. This means the contract recruiter can more easily interact with management and staff, meet and greet candidates and undertake initial assessments, and deliver better, and more consistent, service in real time on how the process is progressing.

As a result of the contract recruiter's more intimate knowledge of the company and indeed the position itself, candidates tend to be more suited to the role and retention rates are strong.

There is a sample job description of a contract recruiter on the following page.

Sample Job Description

TITLE:

Contract Recruiter

JOB SUMMARY:

This position is responsible for providing the highest level of staffing and recruitment services to **[COMPANY NAME]** leaders and associates while guiding hiring managers and candidates through the **[COMPANY NAME]** selection process.

JOB TASKS, RESPONSIBILITIES AND AUTHORITIES:

Provide exceptional client service and full lifecycle recruiting within **[COMPANY NAME]**:

- Confer with senior leadership to identify personnel needs, workforce planning strategies, and search assignments
- Write complete and detailed search assignments (client engagement documents), ensuring an understanding of job duties, responsibilities and business requirements
- Develop and maintain a network of contacts to help identify and source qualified leaders
- Leverage online recruiting resources and in-house ATS to identify and recruit the very best candidates
- Create and foster relationships with colleges and diverse professional organizations to attract and recruit alumni and diversity candidates

- Review resumes and credentials for appropriateness of skills, experience and knowledge in relation to the positions requirements
- Provide complete, accurate, and inspiring information to candidates about the company and the position.
- Pre-screens candidates. Create and present pre-screening questions to hiring managers for collaboration and approval
- Interviews all candidates presented for detailed interviewing by hiring managers, and include the use of face-to-face behavioural-based interviewing methodologies
- Manages the scheduling and logistics of all interviews between candidates and hiring managers
- Prepares candidates for interviewing with [COMPANY NAME], and specific hiring managers, by providing detailed information on the company, business strategy, department background, job descriptions, and expectation-setting
- Organizes, leads and documents post-interview debrief/feedback, and post-mortems, with interview teams and candidates
- Performs detailed reference checking and/or reference analysis on selected candidates and reviews results with hiring managers
- Extends offers of employment to selected candidates under the direction of the hiring managers and within the guidelines of [COMPANY NAME] compensation policy
- Maintain accurate and well-ordered documentation on all candidates, searches, hiring managers interactions, and other recruiting activities to ensure a safe and thorough audit if required

- Visits all hiring-manager departments to develop a thorough understanding of the department culture and uses that understanding to help candidates fully understand the opportunity
- Develops an effective pipeline of key talent potentially available for immediate hire as succession planning needs dictate

DO YOU NEED A CONTRACT RECRUITER?

If you have a small recruitment team, then how do you know where to focus your recruiting efforts? What do you outsource, if anything, and what do you do internally? When there are not enough hours in the day, knowing what to get done, and what to get others to do, is important.

There are some things to consider before you start allocating your available resources. Firstly, develop a list of the most vital positions within your company. These are the roles that ensure the survival of your business and, generally, the people in these roles are almost impossible to replace. These roles tend to be sales and product related, researchers or programmers.

It may seem unfair to be ranking positions as more or less valuable, but this is the reality of the marketplace. Some jobs pay more, some contribute more, and there is a definite relationship between the two. If you have a small recruitment team, it makes more sense to have them recruiting at the lower level and have the contract recruiter managing the process for the more executive roles.

So how do you work out where to draw the line? The only evaluation criteria should be how much the position contributes to the organizations products or services and indeed profitability.

To make this process easier, create a two-by-two table that has each position located on it. The lower-left quadrant shows the positions that are of low value to the company. These are positions such as clerks and receptionists. The upper-left quadrant is where the positions are harder to fill, but not really all that valuable to the company such as lawyers and accountants. The lower-right quadrant is for positions that are not too hard to fill but that are critical to the company's success including key salespeople and content providers. The upper-right quadrant is where the most difficult to find and most valuable positions lie. These might include the key technical providers, the key account relationship managers, or the product inventors or developers.

Generally, a company places most emphasis on recruiting for the left side of the grid, because that's where most of the hiring occurs. It is also relatively easy to

find people for those positions. Interestingly enough though, that is where a company should place the least emphasis.

The lower-right quadrant is a very important one, and represents those employees who are both current contributors to the organization's success, and similarly, those who will move up as they become more skilled. These vacancies are usually not hard to fill but are very important to the firm's overall success.

Finally, this leaves the upper right quadrant. This is where the experienced contract recruiters can focus on filling those few positions that add the most real value to an organization.

The following page shows a sample of the quadrant at work.

SAMPLE RECRUITMENT QUADRANT

Lawyer Accountant IT Manager Office Manager <i>Internal HR Officer</i>	Product Researcher Developer Account Manager Sales Manager <i>External Contract Recruiter</i>
Clerk Receptionist Finance Officer Personal Assistant <i>Internal HR Officer</i>	Sales Person Lab Assistant Graduate Content Provider <i>Internal HR Officer</i>

WHEN TO OUTSOURCE?

As a strategic business tool, recruiting the right people can ensure a company's survival long into the next 40 or 50 years. Contractor recruiters play an important role in selecting candidates will fit into the corporate culture, and successfully accomplish the company's objectives.

For any progressive firm, human resources can be a full time job providing an intensive workload. In most cases, a human resource specialist can handle up to 10 open vacancies at once however in general, any more than 10 vacancies at one time becomes overwhelming. It is important to remember here that most human resource specialists have other responsibilities and tasks besides recruiting. This is one of the main reasons that human resource professionals turn to contract recruiters for assistance with the hiring of candidates. Contract recruiters help the in-house people get the hiring done efficiently, so that they can get on with other tasks within the HR portfolio.

Having said all that, it is important to be careful when selecting a contract recruiter because the company's future relies on making the right recruitment choices – today and tomorrow.

Not all recruiters have the same skills or qualities so it is important to ensure that both the company and the contract recruiter have mutually agreeable expectations. A human resource professional, will no doubt want someone who can quickly identify the best candidates for a vacancy, put together an attractive offer and leave all of the candidates feeling better for the experience irrespective of the outcome. Specialists will want to look for a recruiter who's more than just a recruiting aficionado – they want someone who can fulfill all of the necessary recruitment tasks and market the organization along the way.

CHOOSING A CONTRACT RECRUITER

Choosing the right contract recruiter for your company is a big responsibility. The key to choosing the right recruiter lies in proper preparation and searching, seeking out flexibility and defining clear objectives.

A good relationship between an organization and a contract recruiter typically translates into a good relationship between the organization and its new employee so putting in the effort to locating the right contract recruiter is paramount.

Here are a few tips on how to find the right contract recruiter for your organization:

- *Look for recruiters who have the appropriate business experience* – Don't be afraid to get referrals from your colleagues. Check references of clients the recruiter has done work for, and test the recruiters' knowledge of your business and industry, and any contacts they say they possess within the industry
- *Find out about the classification of the recruiters in terms of employment status* - Are they considered employees of the service or are they considered independent contractors and how will this impact on your business?
- *Enquire about the recruiters workload* - You don't want to engage a recruiter who is way too busy with other clients and is squeezing you in just to get a few extra dollars. Enquire about the nature of the business of the other clients as you might well be uncomfortable with a recruiter working for your firm and a direct competitor
- *Clarify upfront about the strategies the recruiter will use and whether or not recruiters can spend money on outside recruiting efforts?* For instance, can they use search firms, Internet job boards, or cold calling and networking? If you approve of them spending money to locate the right candidate it is important to name the budget.

- *Determine the level of involvement the contract recruiters will have in the recruitment process* - For example, do you expect them to call prospective candidates to qualify them? Will they conduct interviews? Will they make salary offers and handle the negotiations?
- *Hold regular meetings with the recruiter to measure and review progress* - Set time objectives for filling vacancies make sure the recruiter agrees to meet them.
- *Keep an eye on the budget* - Never hesitate to make further enquiries about account details which you might not understand or expenses which may seem unreasonable or have not been agreed to.

A CHEAPER WAY TO ENGAGE THE SERVICES OF A CONTRACT RECRUITER

There are a number of entry-level recruitment roles designed for someone new to the industry. These "apprentice style" positions allow a company to use the services of a contract recruiter at a mere fraction of the normal recruitment fees. The fee reductions are not because of a lower quality of work but because the recruiter is still 'learning on the job' and gaining experience. Generally, these 'support' positions involve acting as an assistant to a human resource specialist or contract recruiter.

Here are a few examples of the various roles within contract recruiting:

- *Sourcer* - The primary responsibility of a Sourcer is to generate potential candidates that can be contacted by the more experienced contract recruiter. Sourcers use a variety of resources to identify potential candidates such as trade magazines, the Internet, and cold calling companies directly to gain information on their employees. Sourcers' main skill is the maintenance of their expansive network.
- *Internet Recruiter* - An Internet Recruiter searches resume databases for skill sets that match the job requirements of

their clients, posts job descriptions that create awareness among job seekers and gives candidate a human interface between the 'net and the employer.

- *Contingency Recruiter* - A Contingency Recruiter - otherwise known as a headhunter - is by no means considered an entry-level position but there are many recruitment firms and indeed mainstream organizations, that offer entry level roles for contingency recruiters wanting 'a break'. Contingency Recruiters receive payment only when they place a candidate.

FINDING CLIENTS

Whether you are already running your own recruitment business, or thinking about starting your own business, in an ideal world you'd spend the majority of time doing the work you love to do, with a steady stream of clients knocking at your door as and when you want them. The reality, however, can be somewhat different, and the whole process of finding new clients who want and value your services can be a time consuming challenge full of uncertainty.

There are some key ways that you can attract clients without having to break the bank by spending countless dollars on advertising. Consider this step by step approach:

1. Think about your prospective clients. What problems are they struggling with right now? What are their hopes and desires? What are their immediate and long term needs?
2. The next step is to align what you have to offer with their most pressing concerns and needs. How can you help your target clients even before they become a client of yours?
3. It is important to recognize that you already have skills, knowledge and expertise that is valuable to your prospective clients. Package it in a way that your clients will understand – whether it be brochures, an internet page, or a direct mailer
4. Determine how you will get to these potential clients. Use a variety of methods including:
 - write a free report/article/paper and email it to your database
 - direct mail with brochures or leaflets outlining your services

- call or visit companies who have been involved with the Chamber of Commerce, local business awards or with whom you have some connection
- email or direct mail companies who post job ads in the paper, or on the Internet
- attend local networking events at your Chamber of Commerce, professional organization, or others as they come up
- Promoting yourself for free, through seminars, newspaper columns, and press releases - is a cheap and effective way to let people know who you are and what you do, and their referrals may lead to even more work for you.

FINDING CANDIDATES ON A LOW BUDGET

The Internet has completely revolutionized the role of the traditional recruiter. Gone are the days where cold calling and candidate networking were the only options available to identify new potential candidates. Now recruitment is all about searching through thousands of CV's placed on personal web pages and browsing online corporate staff directories or using other innovative marketing methods to source the right candidate for a particular role.

Here are some suggestions for finding the right candidate:

MAKE USE OF INTERNAL RESOURCES

- Internal promotion is the cheapest way to recruit, and can also help you to keep existing staff motivated
- Identify potential candidates from existing staff who participate in professional developing training programs your training, and development programs
- Offer bonuses and incentives to existing employees who connect you with potential, and then successful, recruits.

ADVERTISE EXTERNALLY

- Advertise in publications such as trade magazines that are relevant to the role and the industry
- Use local newspapers so that candidates from the area in which the role is situated can apply
- Use the Internet - your website, other recruitment websites and chat rooms

CONSIDER USING AN EMPLOYMENT AGENCY, PREFERABLY WITH EXPERIENCE IN YOUR BUSINESS SECTOR

- Recruit candidates from skills shortage areas

- Hiring temporary staff gives you an opportunity to get to know employees before they are offered a permanent role

BUILD RELATIONSHIPS AND PARTNERS

- Network with local schools, colleges and universities to attract promising candidates for trainee roles,
- Interview candidates when they start to look for work at the beginning of their final year

SELF PROMOTION

- Mailing out postcards to potential companies, companies who have just received funding, companies who advertise in classified advertisements
- Placing advertisements calling for applicants on free job boards
- Partnering with a state employment agency and participating in graduate and unemployment recruitment fairs

To: All Managers

Subject: Prospective Employee Assessment

Re: Please use the following guidelines when hiring new personnel:

Take the prospective employees you are trying to place and put them in a room with only a table and two chairs. Leave them alone for two hours, without any instruction. At the end of that time, go back and see what they are doing.

- ☐ If they have taken the table apart in that time, put them in Engineering
- ☐ If they are counting the butts in the ashtray, assign them to Finance
- ☐ If they are screaming and waving their arms, send them off to Manufacturing
- ☐ If they are talking to the chairs, Personnel is a good spot for them
- ☐ If they are sleeping, they are Management material
- ☐ If they are writing up the experience, send them to Tech Pubs
- ☐ If they don't even look up when you enter the room, assign them to Security
- ☐ If they try to tell you it's not as bad as it looks, send them to Marketing
- ☐ And if they have left early, put them in Sales

If only life was that simple...

"If people are coming to work excited . . . if they're making mistakes freely and fearlessly . . . if they're having fun . . . if they're concentrating on doing things, rather than preparing reports and going to meetings - then somewhere you have leaders."

Robert Townsend

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CHAPTER FOUR — AGENCY RECRUITING

WHY USE A RECRUITMENT AGENCY

When you first consider the recruitment process, you might well think that it is a relatively easy task and can be conducted more cheaply and efficiently in house using in-house resources. You would not be on your own, as thousands of business each year attempt to undertake the task themselves.

However, more and more of these companies make an effort and then realise after a few short months, and some stressful experiences, that the process is simply not that easy and not that cheap when done in house. So in frustration they turn to an experienced recruitment agency.

Using a professional recruitment agency gives a company access to a wider range of candidates, expert screening and interviewing skills and because they generally have a no-charge, guaranteed replacement policy, the process of using a recruiter is low risk.

These days recruitment agencies specialise in areas such as technology, accounting, law, marketing, engineering and advertising and sales. The recruiters themselves tend to know their specialist area very well and can offer temporary candidates, and those seeking more permanent opportunities. Having said that though, some recruitment agencies specialise in the provision of labour staff for factory and seasonal work - this includes retail staff for the Christmas period or fruit pickers for harvest time.

Recruiting the right staff can be crucial to the success of a business, yet many companies are prepared to make an investment decision based on the strength of a scanned resume and phone interview, because they thought it would 'cost too much' to engage a professional. Don't allow your company to make this mistake.

THE BENEFITS

Like all professional services, you must pay for the privilege of obtaining quality recruitment expertise from a credible and reputable recruitment consultant. Using a recruitment professional takes some of the risk out of conducting the process yourself, especially if you don't have the time.

The benefits of using a Recruiter include:

- *Industry Expertise* – Recruiters use their strategic advertising skills to attract responses from potential and eligible candidates, undertake a professional interviewing program, seek objective reference checks and they possess an understanding of industry trends, and appropriate remuneration levels
- *Confidentiality and Privacy* - The recruiter guarantees both the confidentiality of the employer and that of any potential candidates
- *Replacement Guarantees* - Professional recruiters will offer no-charge replacement guarantees to their clients and ensure that both the employer and employee are well matched and satisfied with the placement
- *Ongoing Relationship* - A professional recruitment agency nurtures relationships with passive job seekers – these are the people who are happy in their current role but would move for the right opportunity. Professional recruiters also aim to have an ongoing business relationship with employers all the time and not just when a position needs filling.

WHAT DOES IT COST YOU NOW?

You can easily work out how much it costs you to hire a candidate by calculating your costs using the following table:

Take a look at your department budget of last year and add the following costs/expenses then divide the total by the total number of people hired last year and you have your COST PER HIRE figures.

Advertising	_____
Agency Fees	+ _____
Job Fairs	+ _____
Internal referral bonuses	+ _____
College recruiter	+ _____
Candidate travel reimbursement	+ _____
Special projects i.e.; billboards, etc.	+ _____
Testing costs	+ _____
Relocation	+ _____
Credential verification	+ _____
Temp. fill pending hire	+ _____
Direct cost of company recruiting Staff; salaries, space, overhead	+ _____
TOTAL COST	≡ _____

SELECTING THE RIGHT AGENCY

So now that you have decided that you want to engage a recruitment agency, what are the attributes you should look for?

- *Size* - Are they large enough to handle the job? A larger consulting team – as opposed to a one man operation - will generate more useful resume traffic, have a greater choice of candidates and have a stronger likelihood of filling the vacancy (although there are exceptions to this)
- *Expertise* - Choose the person most likely to conduct himself or herself well, represent your company in the best way and ultimately, fill the vacancy promptly and successfully.
- *The Process* - What are the processes and systems that the recruiter will deploy to fill the vacancy?
- *Commitment* - Select a recruitment specialist who is focused on meeting your needs and will invest time to get to know your company and your requirements
- *Technical understanding* – Is the recruitment specialist trained in a formal recruitment methodology and do they have practical experience?
- *Company knowledge* – Are they familiar with your company and your work group? Have they asked questions about things they are not familiar with such as your business objectives, your priorities, project status, team balance and longer term staffing needs?
- *Company establishment* - How long has the agency been in business and how long has the recruiter worked for the company?
- *Quality accreditation* – A commitment to quality is an important indicator in recruitment agency professionalism. It is recommended that you engage an agency that has proven and documented quality policies

- *What references are offered?* - Ask for direct references from clients and don't be afraid to check these references yourself. Also, remember to use telephone based references to obtain new potential candidates for your database. Make a note of the person you are talking to and note any information that could be relevant for positions you might recruit in the future
- *Is there a functioning candidate database?* - A properly constructed and regularly updated relational database of candidate information is a powerful research tool. It usually takes a minimum five years for an agency to build a useable database. It is recommended that you engage a firm who has made this time investment
- *How stable is the consulting team, and support team?* - What is the staff turnover of the supplier and do they project a stable and committed workforce? If you are looking for a stable workforce then it is useful to engage an agency that mirrors this success

It's all in the Plan

Lionel Burleigh's *Commonwealth Sentinel*, advertised on billboards as "Britain's most fearless newspaper," was launched in February 1965.

After a hectic week spent writing stories, selling advertisements, and supervising the first printing, Burleigh was interrupted in his room (at Brown's Hotel) by a call from the London constabulary.

"Are you anything to do with the *Commonwealth Sentinel*?" he was asked, "because there are 50,000 of them outside the entrance to Brown's Hotel and they're blocking Albemarle Street."

The problem? "We had forgotten," he explained, "to arrange any distribution." The *Sentinel* opened on February 6th, 1965 - and closed on the 7th...

["To my knowledge, we only sold one copy," Burleigh later remarked. "I still have the shilling in my drawer." The single issue was sold by Burleigh's daughter to a passer-by - and duly commemorated with a photograph.]

BUILDING A TWO WAY RELATIONSHIP

Once you have engaged a professional search consultant, it is important to establish mutual goals to bring about the most positive results from the search process. Listed below are several guidelines which may help maximize a company's investment when employing the services of a recruiting firm:

- *Establish a confidential rapport* - Developing a confidential relationship with your recruiter in which you can share confidential 'in-house' information will enable the recruiter to conduct the search in the most professional and productive manner. This gives them a greater sense of your direction, your vision and your corporate culture from what they might otherwise read in corporate documents
- *Provide detailed position and company information* - Providing detailed information facilitates an in-depth understanding of your company and the position, which helps your recruiter to present your firm in the best possible light to potential candidates. Consider providing:
 - Company Information:
 - Current annual/quarterly reports
 - Product or service brochures
 - Position Information:
 - Position description and candidate requirements
 - Organizational charts
 - Compensation and Benefits Information:
 - Salary including minimum and maximum figures
 - Bonus information (incentives, stock, medical benefits)
 - Relocation information

- *Maintain communication during the search process* - Provide the recruiter with as much information as possible about your requirements. If the recruiter has referred candidates who do not entirely match your profile then provide feedback about this. This will enable the recruiter to refine the search as he or she progresses
- *Ask the recruiter's opinion* - An experienced recruiter generally has a good eye for spotting a candidate's potential weaknesses and inconsistencies. Ask the recruiter for a personal evaluation of each candidate and discuss strengths and weaknesses openly
- *After the search is over* - Keep in close with the recruiter as you may require their services again in the future. The recruiter may be able to provide you with up-to-date salary and benefit information and may also be aware of when rising stars in your industry are becoming available

Mark of Distinction

Charles Steinmetz was once called out of retirement by General Electric to help them locate a problem in an intricate system of complex machines. Having spent some time tinkering with and testing various parts of the system, he finally placed a chalk-marked 'X' on a small component in one machine. GE's engineers promptly examined the component, and were amazed to find the defect in the precise location of Steinmetz's mark.

Some time later, GE received an invoice from the wily engineer - for \$10,000. Incredulous, they protested the bill and challenged him to itemize it. Steinmetz did so:

"Making one chalk mark: \$1," he wrote.

"Knowing where to place it: \$9,999."

Steinmetz, Charles Proteus ["The Electrical Wizard"] (1865-1923) German-born American electrical engineer and inventor [noted for his research on alternating current which facilitated the development of advanced electrical generators and motors].

MAXIMIZING THE RELATIONSHIP

To ensure that you maximise your investment in recruiting the right candidate you need to be clear about what you expect from your relationship with the recruitment agency.

To ensure that you maximise your investment in recruiting the right candidate you need to be clear about what you expect from your relationship with the recruitment agency. The following list gives an indication of what you should expect from the relationship:

- *The role of the job description* - Writing a detailed job description or, where there is an existing job description, taking the time to revise it
- *Candidate profiling* – Taking the time to prepare a candidate profile which sets out the criteria against which candidates will be measured. The profile includes the following information:
 - Candidate's personality characteristics
 - Previous experience
 - Ability to work alone
 - Ability to fit into teams
 - Core Skills
 - Qualifications
- *Sourcing candidates* - An agency can provide the following benefits:
 - Accessing existing pre-screened candidates
 - Using cost effective online advertising
 - Screening of applicants
 - Conducting psychometric testing if needed
 - Conducting of pre-screening and interviews
 - Obtaining and cross-checking candidate's references
 - Management of the rejection process

GETTING THE MOST VALUE

Here are some helpful hints to ensure that the recruitment agency you engage adds more value to your recruitment experience:

- Make sure the agency follows your policies and procedures. You might need to run through the company policies with them so they are familiar with the parameters
- Be clear about the communication method you would like to use with your agency – such as telephone calls or email updates. Also remember to be clear about how often you expect to receive an update on progress
- Have the agency's representative sign your standard supplier agreement
- Keep your website updated and encourage the agency to use it for enquiries on vacancies, rather than spending your valuable time going over the requirements on the phone
- The agency should provide a full phone screening to ensure that you only see candidates who are ready to make the change
- Once the candidate has been presented through the resume, you own their information not the agency. If you elect to do so, your company can undertake all of the interviewing, reference checking, negotiating and closing

Engage an agency to help you pick the right target!

A professional French pickpocket used astoundingly poor judgment when selecting his most recent victim at the Seville Airport. The thief, who specializes in international events that attract crowds of visitors, thought he was in his element when he circled a group of young men and chose his prey.

Little did he realize that he was dipping into the bag of Larry Wade, champion 110-meter hurdler for the US Athletic team. He was also spotted by Maurice Green, the fastest sprinter on Earth, capable of running 100 meters in 9.79 seconds. The two athletes quickly chased down the thief despite his hefty head start.

The pickpocket attempted to pretend that he was just an innocent French tourist, but a Spanish television crew that had been interviewing Mr. Greene at the time captured the entire episode on film.

"He chose the wrong man," deadpanned a spokesman for the Civil Guard.

19 August 1999, Seville, Spain

USING A SUPPLIER PANEL

Supplier panels are now a proven procurement strategy for larger organizations and government agencies because they allow for a larger broadcast of available talents and skills within a given sector.

In its most common form, a supplier panel for either contract or permanent employees works in the following way:

- The employer briefs a central representative who in turn briefs all panel members at the same time, requesting candidate resumes
- The employer accepts all resumes submitted within a specified time. Resumes are accepted on a "first in" basis
- The employer reviews the resumes and then selects and interviews a short list of candidates
- Selected candidates are reference checked by the agency
- The appointment is made.

In summary, a supplier panel offers a number of benefits:

- an open supplier selection process
- maintain central control over recruitment activity but all the while reducing line management overheads, and
- Control the quality and professional level of suppliers.

THE PITFALLS AND HOW TO AVOID THEM

What are some of the pitfalls and risks to avoid when dealing with a recruitment agency?

On the following pages, we have listed some of the more common problems that you can look out for when engaging a recruitment agency to handle your personnel vacancies:

- *The mail-room* - Many recruitment agencies are primarily a postal thoroughfare for resumes. Candidates are attracted by extensive display advertising of broad position requirements such as "Public Relations People Wanted". Low skilled non experienced recruitment consultants sift through large numbers of resumes, often using software applications to save time. Resumes are matched to multiple jobs on the basis of broad selection criteria, such as job title and programming language
- *The unscreened candidate* - Professional recruitment agencies add enormous value to the recruitment process by rigorously screening candidates. It is common practice for recruiters in the IT contract services sector to evaluate candidates on the basis of their resume without conducting a personal interview. Their objective is to gain the competitive advantage by getting resumes to employers faster than other recruiters. This is only possible when a professional screening process has shortcuts
- *The bulk recruitment process* - Recruitment agencies compete for the attention of a finite candidate pool – say for instance IT contractors. The agency then secures permission from candidates to submit their resume to multiple sites on a speculative basis. Prospective employers are then forced to compete for the services of every qualified candidate
- *The advertising scam* - The use of newspaper advertising in the technology sector for example, is now irrelevant, made redundant by the increasing importance of Internet

advertising. Large-scale agencies continue to sell newspaper advertising space to IT&T clients which poses a number of conflicts:

- The advertisements are completely unnecessary as candidates are generally found through Internet advertising anyhow
 - The main beneficiary of this practice is the agency, which can maintain its high media profile
 - Agencies earn a strong margin on advertising revenue
 - Advertising space is pre-booked up to a year ahead and consultants are responsible for the sale of committed space, which can at times override client interest
-
- *Fee structures* - Some recruitment agencies charge clients one third of their fee at the beginning of the assignment, one third at short list, and one third on completion. Should they fail to find a sufficiently qualified candidate, these agencies still earn two thirds of their fee even though they have failed to perform

**"When you do the common things in life in an uncommon way, you will
command the attention of the world."**

George Washington Carver

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CHAPTER FIVE — HEAD HUNTING

WHAT IS A HEAD HUNTER?

Companies across the world, and indeed within nearly every industry, are always searching for new ways to attract the best personnel, in an effort to help them stay competitive. It takes time to place advertisements in newspapers and on the internet, screen candidates, and then conduct interviews in order to fill positions. This is why companies often use head hunters to circumvent this process.

As outlined in Chapter Four, recruitment agencies are largely responsible for finding employees, for positions at all levels within an organization. But in addition to this, organizations now hire very specialized recruiters – otherwise known as headhunters - to seek out 'the best of the best' in terms of talent and to recruit them into their business, sometimes for a higher-salaried, higher-profile job. Quite often, these jobs are not even advertised publicly and are filled by the contacts held by the headhunter.

Headhunters more often than not, work independently, although some are engaged as contractors for recruitment agencies. Their key role is to establish and maintain a web of strong relationships – with both candidates and employers. The employers generally pay the head-hunter a finder's fee, which is anywhere from 10% to 30% of the candidate's starting salary.

Sometimes a head hunter recruits candidates using advertisements and referrals, but more often than not, the head hunter maintains his or her own candidate database and sources potential candidates for specific jobs from this database. But this can often be a challenging task, as employers have, over recent years, become more and more demanding in terms of recruitment.

Recruiters often make reference calls as part of the employment process and this is an ideal opportunity for the recruiters to both find potential talent for this and other roles and also to obtain other business.

Head hunters generally work outside the overall mainstream vacancy market. Head hunters have no reason to promote what they do because their methods work, and major organizations engage them every day. Essentially, they live and die by their skills.

The key to a successful headhunting campaign is to locate and nurture the best people – irrespective of whether they are currently employed and available for recruitment. This takes a significant amount of research, relationship management and communication – a service that is invaluable to companies who are seeking to engage the best possible person for a vacancy.

So the next key question then becomes - when should an organization use a head-hunter? And the answer is three fold:

- when the organization is looking for the best possible person
- when circumstances surrounding the appointment are confidential
- When your company is on the lookout for the same person that other organizations are searching for, and you need to find a competitive edge in order to recruit and retain them



**A successful headhunter has a database that is literally
overflowing with people information**

BE AN IN-HOUSE HEAD HUNTER

Undertaking your own in-house headhunting is relatively simple if you follow a specific process. By following the same approach, techniques, and attitude that head hunters employ, you too can seek out the best available candidates.

To figure out what approach head hunters use, it is useful to understand why head hunters are kept so busy in the first place. Head hunters use specific techniques that will solve an employer's job vacancy problem by finding the best possible candidate. Head hunters understand that the long held traditional process of job hunting is somewhat inefficient and not necessarily reliable. As a result, they have made a living from 'filling in the recruitment gaps'. They have developed methods that work because they must work in order to survive in the recruitment business. They know that if they don't make the right placements they just will not survive in the industry. It's that simple!

And it really is that simple. Head hunters usually follow a fairly simple process. They meet with the client, establish a concise job description, develop a list of target candidates, and talk to the candidates to gauge interest, screen the candidates and undertake the reference checks and testing.

Head hunters possess a rare kind of skill - they have the finely tuned ability to know how to navigate the right person into a good job. They can do this because they have many years experience of successfully matching jobs and people. This is why it is not really a big jump for existing human resource professionals to undertake the role in-house. After all, most approaches to job hunting have been designed by human resource professionals, so in reality if all human resource professionals were good at matching people with jobs, head hunters would not exist.

The key differences between the two groups of people – recruiters and human resource specialists - are the art of communication and relationship management. Where human resource professionals are focused on traditional process driven tasks, head hunters tend to focus on relationships and people matching. If you are a human resource professional seeking to undertake your own headhunting activities then you might like to consider the communication and relationship management tools which are covered in more detail in a later chapter.

HEADHUNTING TECHNIQUES

Head hunters employ a strategic set of techniques to develop and enhance their value to the corporate marketplace. Apart from employing communication and relationship management skills in a general sense, human resource professionals can also employ these techniques to deliver similar headhunting results to their organization.

The following is a list of practices used in headhunting:

- Maintain a 'people' database containing potential candidates contact details and additional information about employment, intentions, experience, traits
- Collect and gather business cards from people you meet, and make short notes on the back of each card for when you return home or to your office so you can update your database
- Telephone companies where you know that a member of staff has just left with the skills you are looking for. There will be a period of limbo when no-one knows quite what to do with their calls but after a day or two the person who has taken over that role begins to take the calls for them, so immediately you have another prospect for headhunting
- Read industry journals and business magazines and gather names and contact details for people who are quoted and written about
- Search candidate databases on the web
- Ask candidates that you approach who they know
- Work the crowd at Industry exhibitions and open days, and meet new people.

DEVELOP APPLICANTS

This is the process of bringing applicants from the point of initial contact to going to interviews and providing referrals and/or leads to clients or line managers/supervisors. Much of the development work is a culling process; note that you are looking for people in the top 10% of their peer group; they usually don't look for jobs! They have to be found, called upon, chitchatted, corresponded with and schmoozed; you have to probe for strengths, weaknesses, likes and dislikes.

To successfully develop a contacts list – the backbone of any effective headhunting professional - every time you call someone who is not yet looking for a role, you should always get a little more information than you had before and record it:

- Salary, when was the last raise; when is one expected; when is the next promotion; is there competition for the promotion?
- Do you have an accurate skill set for him/her, what is the hottest thing he/she is doing right now, do you know what the hottest thing was when you talked to him/her last?
- Referrals, who is the best manager in his company?
- Is his/her company hiring: has anyone left lately, where did they go?
- Birthday.

All of this information can then be entered into your contacts database for future reference.

BEHAVIORAL QUESTIONS USED BY HEAD HUNTERS

Headhunters are asked by a client to find the right candidate to undertake a specific role. Typically, headhunters identify a group of specific characteristics that they need to see, or have evidence of, in any potential recruit. The following questions are examples of questions that can be used to evaluate a candidate's suitability.

ON THE JOB PERFORMANCE

- What indicates to you that you have done a good job?
- What indicates to you that you have done a poor job?
- Do you ever get disappointed in your performance?
- What do you do if this occurs?
- Give me an example of your own personal standards when it comes to your work?
- How will you know when you have become successful?

MOTIVATION AND BEING PRO-ACTIVE

- Give me an example of something you have done at work that you are very proud of?
- How do you increase your job satisfaction to the point that you love coming to work?
- Are you an innovative person and can you give me an example of something new that you have implemented in your workplace?
- Do you ever run out of things to do?

PLANNING AND TIME

- What do you do when you have to complete several things at once?
- Do you know what your priorities are according to management?
- What do you spend most of your time on?
- Do you have a diary?
- Do you ever get to the bottom of your in tray?
- Do you enjoy working with a group to get something achieved?

MAKING DECISIONS AND BEING FLEXIBLE

- Do you have to make decisions and can you give some examples?
- Do decisions come easily to you?
- Do you make decision on your own or within a group?
- Does management change decisions that you make often and if so what is your reaction?
- Do you put off making any decisions?
- Do you get annoyed if you decide to do something and then something else comes up that is more important?
- Do you get stressed out when there are many things to do all at once and then something else gets added to the pile?

COMMUNICATION AND PEOPLE

- What do you think about working in a group?
- Do you enjoy talking with people?
- Would you chair a meeting?

- Do people come and confide in you?
- Do you get offended if you know someone is not listening to you?
- How would you deal with someone who was wasting the company's time?
- Give me an example of a time when you needed to negotiate for something that you really wanted?
- What words would you use to describe a healthy working relationship?
- Do your decisions affect other people?

MAXIMIZE THE USE OF A HEAD HUNTER

A professional, and in demand, head hunter generally builds their reputation over a period of around 4-6 years. This allows them to establish themselves in their career, make mistakes and find out what works, develop and maintain a strong candidate database and develop and nurture relationship, negotiation, and communication skills.

Importantly, head hunters who have taken the time to establish their reputation and credibility pride themselves on their professionalism and will leave no stone unturned in terms of finding the perfect employer/candidate match. A good head hunter will always check references of candidates, double check work history and try to find out as much as possible about their personalities. Similarly, they will try to find out as much as possible about the company's culture so that the recruiter can then determine if there will be a suitable match.

Being a head hunter is a difficult role because it requires such finely tuned networking and communication skills. Headhunters have a natural ability to meet people, nurture a strong relationship with them and then pinpoint job vacancies that they might be suited for.

Generally, people who know headhunters, find them to be very valuable contacts because they tend to possess an innate ability to match people and jobs together. Headhunters often refer one contact to another contact when they know that these contacts might find working together mutually beneficial.

EVALUATING A HEAD HUNTER

Engaging a head hunter is an important decision for any business - no matter what the industry or reputation of the company. And no matter what size the profit margin, the staff list or the corporate goal, companies who engage head hunters are all after the same result – to find the best possible candidate to fill a vacancy. As a result, it is important that you engage a head hunter who specializes in the position and/or industry for which you are hiring.

As you explore engaging a head hunter, you might like to keep the following points in mind:

- *Seek out a referral from someone your trust* - Ask for referrals to headhunters that are used by people you know.
- *Seek out some referees from different fields* – Ask your potential headhunter to supply you with contact details for at least three referees. Ask the referees about their experience with the headhunter and whether they would use the recruiter again.
- *Seek out the answers to some basic questions* - Determine whether the headhunters hiring philosophy is the same as yours by asking:
 - What methods, tools and actions do they use to seek out the best candidates?
 - Ask them if they actively verify referees given by the candidate?
 - Ask them if they conduct any personality testing?
 - Ask them what follow up methods they have?
 - Ask them what guarantees they offer?
 - Ask them if they what their fees and charges are?

Handy Humor Advice...

When Jenny Holt met Chantilly Elementary teachers last fall, they had no time to joke around.

They were reshaping the curriculum as the school became a magnet, finding ways to reach kids at different skill levels and from different cultural backgrounds. Difficult stuff!

The teachers were stressed out!

Laugh more, she told them. Clip jokes from magazines or comics from the newspaper. Pin them on bulletin boards. Publish them in the school newsletter. Look for things to laugh about everywhere, and laugh about them together. Your jobs might still be very difficult, but they'll seem a little easier.

It worked. Thanks to Holt, a Charlotte psychotherapist, who spoke last week to members of Women in Communications Inc., the school now has a "joke bulletin board" and a "joke of the month." There's a coffee hour before school and a "secret pals club." The stressful work is still there, but the school is a happier place to do it.

"It's a very warm, caring environment," Frances Waller, Chantilly's principal, said, crediting Holt for the change.

Holt cited medical research that links laughter with good health. She also cited corporate "fun committees" that have cropped up in various companies where managers are trying to boost morale and loyalty among workers.

How can you make humor work for you in the workplace?

"Start telling stories about yourself," Holt said. "Every one of you is a unique, weird individual to everyone else. You have to learn to laugh at yourself."

Holt also advises, "Let others know you made mistakes, and laugh about it."

If you're the boss, you have most power to make the workplace more fun. But, you also have the biggest responsibility for setting the tone.

Watch out for "sexual innuendos, ethnic jokes that may be offensive, or jokes about any disease or handicap that sets a person apart," Holt said. "Sometimes you have to watch your political jokes as well."

Written by Tawn Nhan

**"In the business world an executive knows something about everything,
a technician knows everything about something and the switchboard
operator knows everything."**

Harold Coffin.

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CHAPTER SIX — COLLEGE GRADUATES

ESTABLISHING A VALUABLE COLLEGE PARTNERSHIP

Knowing that college partnerships are a great way to recruit candidates it is important that you establish a relationship that is beneficial to the recruit, the college and the graduate.

Developing and analyzing a college recruitment program is something that should be thoroughly investigated. A selection of suggested questions to help you determine if the program is going to be of value, are listed below:

YOUR RECRUITMENT STRATEGY

- Do you see any greater return on your investment when you hire a graduate as opposed to an experienced candidate?
- How do you locate and assess a study program that produces genuine, well rounded candidates?
- Do you have a college recruiting strategy and is it different to that of your competitors?
- Does your recruitment strategy work in the same way across all colleges or do you need to develop something specific?
- Do all colleges output the same level of qualified graduate?
- If you spend more money, will you necessarily get a better graduate?
- Who should 'own' and manage the graduate recruiting program in your firm?

PERFORMANCE

- Do you see any greater output in the workplace from a graduate as opposed to an experienced candidate?
- Have you determined how long you need to wait before a graduate is 'up to speed'?
- Is there a greater attrition rate of graduates than experienced candidates?
- Is a passive graduate who can grow into the role better than a passive experienced candidate?
- What number of senior executives come from the graduate program and if none, how you can improve on this?
- Is there a preferred ratio of graduates to experienced employees in the workplace?

SUPERVISION AND MANAGEMENT

- Do graduates require more of their manager's time than a new but experienced candidate?
- Are managers biased to one type of candidate over another?
- Can managers support each other through the management and supervision of new candidates?
- What do managers think of the graduate program?

SOURCING GRADUATES

- What are the best methods of attracting graduates to your firm?
- Do they come to you or do you go to them?
- What do you offer that your competitor does not?
- Do graduates get recommended to your firm?

- Do your managers and staff actively seek out the best candidates?
- Do you need to start relationship building with candidates prior to graduation so they come to your firm first?
- Do you attract a diversity of graduates?
- How much of your sourcing is conducted online?
- Do you have strong year round relationships with colleges through mentoring and other similar sponsorship programs?

SELLING YOUR COMPANY AS AN 'EMPLOYER OF CHOICE'

- What criteria do the top students use to select the companies they want to work, for and do you meet this criteria?
- Do graduates want to hear from staff, management, customers or all three and can you arrange this?
- Do graduates all want the same basic things or does it vary from graduate to graduate and program to program and college to college?
- Will an ongoing relationship with the college help you build relationships with the students?
- What 'closing techniques' do you need to use to secure the right candidate?

ASSESSING THE CANDIDATES

- What is the most accurate way that you can determine whether a graduate is right for your firm?
- How can you be sure they will perform in the long term?
- Will they fit into the corporate culture?

- Do you have a strategy for assessing each candidate fairly?
- Can the best student be identified through their resume or do you need some other means of helping them to display their skills and talents?

Other

- What firms can you examine who demonstrate successful graduate recruiting programs?
- Who are the most successful colleges as viewed by The Top 100 companies?
- What mistakes have been made by other firms when hiring graduates and how can you avoid making them?
- Will your companies brand make a difference?
- Should you hire a graduate prior to their graduation or should you wait until the studies are complete?

"Our work is the presentation of our capabilities."

Edward Gibbon

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CHAPTER SEVEN – DIVERSITY MATTERS

WHAT IS DIVERSITY?

di·ver·si·ty *n.*

1. The fact or quality of being diverse; difference. - A point or respect in which things differ.
2. Variety or multi-formity

This is the strict dictionary definition of diversity, but in a corporate sense, organizations need to determine for themselves, how they will firstly define and then secondly implement, diversity in their overall culture and then in their recruitment practices.

A broader definition of diversity embraces the specific personal differences in character traits, personality styles, religion, socioeconomics, and education, to specific working differences such as management style, union involvement, functional level and classification or proximity/distance to headquarters. This is probably an accurate representation of diversity in an organization.

Whilst at face value these examples of diversity seem lower down on the priority list than, for example, race or sexual orientation, in an organization these diversity issues matter a great deal – from both a people perspective and a bottom line perspective.

But a diverse organization is one which recognizes and values the fact that people with different backgrounds, skills, attitudes, and experiences bring fresh ideas and perceptions. Such organizations encourage and harness these differences to make their services relevant and approachable. A diverse organization draws upon the

widest possible range of views and experiences, so it can listen to, and meet, the changing needs of its users, staff, volunteers, partners and supporters.

The value of a diverse workplace is increasingly embraced and accepted by companies across the world. This is demonstrated by the growing presence of women and minorities in the business world, particularly at executive level and in the boardroom. Diversity is now a useful and valuable proposition for business success.

WHY IS IT IMPORTANT?

Cultural diversity should be a priority for all of us, both at a professional and personal level. In order for companies to grow and prosper, both management and staff should take it upon themselves to treat all members of the community equally. Having a diverse organization allows us to appreciate all perspectives and indeed relate with all sectors of the community.

THE SEARCH FOR 'CULTURAL FIT'

Increasingly, companies are seeking to employ people who will complement or 'fit' their in-house culture and style. This is because it is generally understood that it is easier to develop an employee's skills and knowledge than it is to change their inherent behaviors and values. But the term 'cultural fit' can mean many things and organizations need to be clear about what 'cultural fit' means in practice and so it is important that the skills and attributes that are indicative of a 'cultural fit' are clearly articulated as behavioral competencies that are part of the requirements for the position when hiring.

What the?

"Gentlemen, I take it that we are all in complete agreement on the decision here," General Motors chief Alfred P. Sloan declared during a meeting one day. "Then, I propose that we postpone further discussion," he continued, "to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about."

Sloan, Alfred P

American General Motors CEO 1923-1956

WHAT IS THE "BUSINESS CASE" FOR DIVERSITY?

Here are some key elements of embracing diversity within your organization:

- Implementing a diversity program can improve the quality of people and the results they achieve in both the short and long term
- Employees who mirror your customers can understand your customers, identify their needs and possibly suggest new markets for expansion and growth
- Well structured and well communicated diversity programs will attract the best candidates to a vacancy
- Employees from different backgrounds will always bring varying perspectives and ideas, which can lead to new products and services and even new markets

Incorporate the answers to the following questions when you prepare your business case for implementing a diversity program in your company:

- What are the demographics of your customers - age, income, gender, education, ethnicity, schooling, residential location
- How many languages are spoken by your customers and can your employees speak the same languages?
- How much does your company spend annually on recruitment and do the recruiters practice a pro-diversity policy?
- What are the levels of turnover among particular employee groups and why?

- Is your company attractive to potential employees and are you seen as an 'employer of choice'?
- Do employees feel that they are valued and hence, well rewarded?

MANAGING WORKPLACE DIVERSITY

Managing diversity is all about the need to recognize, respect, and capitalize on the varying backgrounds of people within our community with specific reference to race, ethnicity, and gender.

Because our community is comprised of different cultural groups which have different values, styles, and personalities, it is important to realize that these groups will all have a different way they conduct themselves – personally and professionally. So, rather than stifling, or even ignoring, these different styles, employers should recognize these differences as benefits to the firm and make an effort to embrace and nurture them. Ultimately, diversity in the workplace can help improve a company's position and reputation in the marketplace.

Cultural diversity training is now common in the business environment. This kind of training helps the workforce to create a balance of respect and understanding amongst all employees. And whilst this kind of training is important in creating and nurturing happy and satisfied employees it can also impact on the client base as well.

In trying to understand just exactly what "managing diversity" is, it is useful to consider the following set of assumptions and beliefs and how they have more to do with human behavior than they do race, gender or age:

- 1) Diversity is about each person being comfortable with his or her own attitudes, beliefs, and expectations about others
- 2) Diversity is big enough to include everyone and goes beyond race and gender
- 3) No one is or should be the target for blame for current or past inequities
- 4) Human beings are largely ethnocentric in nature - they judge the world by what is familiar to them
- 5) The human race is generally resistant to change which makes the constant adaptation required for diversity, difficult
- 6) Human beings find comfort and trust in those who are similar rather than different

7) It is difficult for people to be willing to share power and trust, and communication must be developed before power will be offered

But what if you fail to manage and indeed nurture workplace diversity? Failure to do so can be extremely harmful to your business. It can cost you:

- Internal unease and stress including poor performance
- Potential discrimination disputes
- Time and money associated with litigation
- legal fees/settlements
- high employee turn over rates
- negative community image

You can keep these risks to a minimum by understanding what cultural diversity is, and why it matters. Ultimately, what is crucial is that an organization's employees and customers see themselves within the context of diversity. If they can relate to it, they will be more likely to invest in the initiative. Cultural diversity training will help educate the entire workforce in this regard.

Similarly, organizational policies, like workplace training, help to provide the basic foundation of the organizations view of diversity. Policies generally include a statement of how the organization defines diversity and a statement about non-discrimination in the workplace.

Doing what it takes at all levels

Sam Walton inspired Wal-Mart "associates" (i.e. employees) with his own attentiveness, imaginative promotions, relentless expansion, and strong commitment to customer service.

As well as encouraging gung-ho employees with profit-sharing and stock-option plans, Walton became the cheerleader for the chain. He once cajoled workers with a remarkable promise: If the company surpassed projections, he would do the hula on Wall Street.

To the delight of countless observers, Walton kept his word.

["Weekly staff meetings at HQ begin with a cheer conceived by Sam Walton, starting with a 'Give me a W...' When they get to the hyphen in the store's name - called a 'squiggly' - Wal-Mart workers are required to shake their rumps."]

Trivia: To let off steam, workers at Matsushita Electric Company (in Japan) may visit a "worker control room" to beat dummies of their foremen with bamboo sticks. (Matsushita's business grew by 30 percent a year for twenty-five consecutive years.

Walton, Sam (1918-1992) American retailing magnate, founder of Wal-Mart [noted for his innovative management techniques]

WHAT IS DIVERSITY RECRUITMENT?

Today America possesses a very diverse population. Smart, progressive companies recognize that to be even more successful they must build a workforce that is reflective of their target market – that is, American consumers. These companies now make consistent efforts to broaden the slate of applicants that are attracted for vacancies.

As employers strive to create a workforce that is reflective of the marketplace, the competition for these candidates is increasing in ferocity. These companies are now engaging recruiters who are highly skilled in identifying, sourcing and recruiting the top end of diverse talent that is available and interested. For many companies, the ability to attract these individuals will, over time, bring their companies increased market share, government contracts and for some, export market opportunities.

FIVE STEPS TO EFFECTIVE DIVERSITY RECRUITING

In a job market that is always ultra competitive, it makes sense for a recruiter to sweep for the widest possible talent pool. Here are five ways to ensuring that your diversity recruiting is as effective as possible:

- *Build a constant diversity message* - What you need to do is integrate a diversity message into your regular recruiting materials and advertising
- *Don't advertise in different places* - People want to be hired because of their qualifications, not just because they form part of a minority group. These candidates go to the same places to look for a job as anyone else – so you don't need to post in different places
- *Demonstrate the diversity of your organization* – Include current profiles of existing diverse employees on your corporate website
- *If you haven't reached your diversity goals then say so* - If you are trying to improve representation of minority groups within your business, then don't be afraid to be open about this

- *Invest in education* - One effective way to enhance diversity recruiting is for a company to become actively involved in increasing college enrolment of minorities
- *Give back to the community* - Consider ways to increase your visibility among minority groups – this might be through board or committee membership, volunteer work, or support of local community activities

STRATEGIES FOR RECRUITING AND RETAINING A DIVERSE WORKFORCE

In order to effectively recruit and retain a diverse workforce for your organization try the following:

- Understand demographic changes in the workforce and in the customer base
- Ensure that majority groups aren't marginalized in the process of recruitment or ongoing employee management
- Build long-term relationships with minority organizations in your local area
- Learn how to effectively interview diverse candidates without appearing patronizing or unnecessarily sympathetic
- Become the employer of choice for a diverse workforce by implementing diverse friendly policies
- Ensure retention by developing a diversity-friendly culture that supports open communication and cross culture tolerance
- Place a recruitment emphasis on competency-based credentials rather than past experiences
- Encourage the placement of interns, graduates and students who are members of diverse groups
- Ensure that all levels of management have received diversity training

- Compile interview panels that are culturally diverse to minimize potential bias
- Encourage high level people of color, women, and people with disabilities in your company to assist in providing names of possible recruits
- Develop a diversity statement, set formal goals, and design formal strategies
- Ensure that motivational speakers who work with your employees are diverse themselves and are aware of, and respectful to, diverse participants, readers and audiences

UNDERTAKING A DIVERSITY ASSESSMENT WITHIN YOUR COMPANY

These are questions many companies ask themselves: Do you know if your company is actively promoting and practicing diversity? What are the indicators of a successful diversity program? How do you design a diversity program that isn't based on tokenism?

Many companies genuinely want to establish a meaningful, proactive diversity program. To design a diversity program that works effectively, companies need to look inwards.

A company can gather this information by assessing their employees' views on diversity issues. This can be achieved by conducting a survey that documents such information. This survey examines such items as:

- Having a diversity vision or mission statement
- Developing a diversity initiative implementation plan
- Setting up a diversity working group
- Formulating diversity policies and strategies
- Establishing a diversity reading room
- Drafting diversity awareness material

- Offering diversity training for staff

THE BENEFITS OF IMPLEMENTING A DIVERSITY POLICY

There are benefits to any organization that implements a diversity program including:

- presenting a more rounded, holistic approach to the public including volunteers, clients, and the industry
- more accurately represent the wider society
- be able to respond to people from different backgrounds, cultures, genders and ages.

MANAGEMENT SETTING THE EXAMPLE

It is absolutely critical for the success of any diversity program that the company ensures that there is a strong, visible, commitment from management that then penetrates throughout the company.

Generally, companies who want to establish a diversity program prepare a diversity strategy that has links with vision, mission and goals. However if it is not carefully championed throughout the company it can get misinterpreted by staff.

In the most successful implementations of diversity programs, the CEO and other senior executives actively promote their enthusiasm for the diversity program and actively promote the diversity awareness through processes, policies, and specific communications strategies.

Some basic components of the top-down approach include leadership development, cross cultural training, equal employment and zero tolerance policies, recruitment, and retention programs, linking diversity to business goals within the mission and business plan, and culture-change initiatives.

On the following page, we have outlined some examples of how top-down messages are interpreted from the bottom up if the messages and vision are not communicated effectively.

TOP-DOWN MESSAGE	BOTTOM-UP TRANSLATION
Our workforce must represent our customers.	Preferential treatment is given to some groups over others
We need to nurture a culture that is inclusive.	Inclusive actually means some people who once were included will now be excluded.
Diversity is positive for business growth.	Diversity is a distraction from the main business.
Each employee should examine their biases and work toward respecting others.	"I being asked to change who I am and what I believe and do."
We must be a socially responsible company.	"The company is going to waste money on programs that will reduce profits and put my raise a risk."

Key features of a bottom-up approach include:

- *Focus on the individual* - Recognizing that everyone is different and has had different experiences allows a company to develop specific strategies for everyone
- *Accountability at all levels* - A bottom-up approach asks every individual to take personal responsibility for advancing diversity in the workplace
- *Community building* - Every community has its own unspoken and unwritten rules. Developing the potential of every individual allows the company to work more effectively
- *Leaders as teachers* - Every leader in an organization, from the team leader through to the CEO, becomes an informal teacher. Rather than sending employees off to formal diversity training, leaders become the teachers through example
- *Ownership* - Bottom-up approaches are "owned" by the team rather than by the CEO. Consequently, the employees most impacted by the company's policies and procedures, will have a say in improving them and then embracing them.

A STEP-BY-STEP DIVERSITY RECRUITMENT STRATEGY

Here is a step by step guide to help you implement diverse recruiting:

1. Make the effort to establish a diverse interviewing panel. Include the company's position statement on achieving diversity in your brief to the selection panel so that they are clear about the company's policy on diversity recruitment

2. Establish “experience with issues of diversity” as a qualification for any supervisory or managerial role
3. Identify ways that you can attract a diverse pool of candidates
4. Include a statement in your advertising about the value and importance of diversity within your organization
5. Use gender neutral wording for selection criteria

FINDING DIVERSITY CANDIDATES

The key to having a workforce that comprises a diverse range of candidates, is knowing where to effectively source diversity candidates.

To find diverse candidates, you will find a list of organizations that can assist you at www.AskTheRecruiter.com/resources.htm.

"Managing the Diversity Maze"

Elaine Sihera

May I walk happily.
May it be beautiful before me.
May it be beautiful behind me.
May it be beautiful below me.
May it be beautiful above me.
May it be beautiful all around me.
in beauty it is finished.
(there is beauty and uniqueness in everyone)

"The very essence of leadership is that you have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow an uncertain trumpet."

Theodore Hesburgh

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CHAPTER EIGHT— SOURCING TECHNIQUES

OVERVIEW

Sourcing successfully is a skill that encompasses research, planning, and attention to detail, and a commitment to finding the right result. It is difficult to master the art of sourcing and takes years of practice. But it is never too late to learn.

The reason that sourcing is so hard to master is because no two searches are ever the same. You can quite easily have several recruiters search the same database and they can yield completely different results based on their interpretation of match between candidate requirements and the corporate culture. Overall, there is no set formula for successful sourcing, just an inherent desire to get the best result possible.

This chapter discusses the most effective ways to source for candidates. In particular, it discusses how to effectively source using the Internet.

USING A SEARCH PLAN

A search plan – otherwise known as a recruitment plan - is a specific strategy that documents that process and method by which the recruiter will attract applicants for a vacancy.

A well constructed search plan encourages the use of different search techniques, non-traditional processes and networks including online communities and Internet search engines.

A search plan can be part of the more comprehensive recruitment plan or a stand-alone independent strategy. Use the following guidelines to develop a search plan strategy that works successfully:

- *Be clear about what you are searching for* – Meeting with the line manager or person who needs to fill the vacancy will help you articulate who and what you need. Be very clear about the kind of person you need to recruit and what characteristics they will need in order to fit into the corporate culture and fulfill the role
- *Translate the Job Description into a Resume* – Keywords are crucial when sourcing, so it is important to be concise about the keywords you use to seek out the right resumes. Use words that a candidate would use on their resume
- *Start Small* – Don't waste your time sifting through hundreds of resumes even though you might be tempted to feel guilty if you don't. Use a narrow search string - a select group of keywords - to identify no more than 50 resumes. By using a well defined search string you are eliminating unqualified candidates right upfront
- *Don't Stop Short* – Sometimes people can be tempted to try a couple of search strings, contact a few candidates, and stop there. Make sure you use all available search strings to pull and contact as many candidates as you can. After all, recruitment can just be a numbers game.

- *Be Patient* – Sourcing takes a lot of time and attention to detail, and you need to set aside a decent block of time to achieve real results. Don't start a search at the end of the day; you'll forget where you left off. Don't answer your phone or accept visitors during your sourcing time; you'll lose your focus
- *Always start with the source* – When you get to a corporate site, gather as much information as you can about the company and its people. Getting information this way ensures that the information you have is current and accurate.



**Be creative and your sourcing techniques
will bring you results**

ACTIVE AND PASSIVE CANDIDATES

There are two types of job seekers - the passive candidate and the active candidate. These candidates spend different amounts of time each week on their job hunting. A truly passive candidate spends absolutely no amount of time each week on their job search and does not actually look for jobs at all. Conversely, a truly active candidate is a candidate who deliberately seeks out opportunities in the newspaper, on the Internet, and via recruitment agencies.

Placing an advertisement in the employment section of your weekend newspaper will most likely target and even attract the most active of candidates because they are happy to make the effort to find and apply for roles. Similarly, direct sourcing or searching the World Wide Web will target the most passive of candidates because they don't have to do any work to attract the role because you are coming to them.

The common perception is that active job seekers are disgruntled, unhappy, job hoppers, and therefore undesirable. However, corporate recruiters and headhunters spend most of their time targeting the active candidates because these tend to be the candidates who are keen to seek further opportunities and possible career growth.

USING THE INTERNET

Searching for resumes on the Internet involves a 'savviness' that can only be learnt. Spending time sourcing for the right candidates on the Internet is just as important as posting the right job. Sourcing is proactive and gives the Recruiter control over the applying candidates. No one technique, not even a site as big and well known as Monster.com -- can meet all of an organization's requirements. There are a variety of techniques that you can use to search for candidates who might meet your needs:

- Virtual Communities
- Internet Service Provider Listings
- News Groups
- Job Groups
- Discussion Lists
- Flip Searching
- X Ray Searching
- Boolean Search String.

Work Smart Not Hard!

When he was nineteen years old, the future business tycoon Jim Pattison got a job as a used car salesman. After enrolling at the University of British Columbia, he developed a novel means of selling cars: each morning, he would drive a sample to school, sell it to a fellow student during the day, and return home by public transport!

[In 1955, when he took over management of his father's used-car business, Pattison initiated the practice (subsequently notorious practice) of firing the salesman who sold the fewest cars each month. "The best salesman," he once remarked, "hasn't been hired yet."]

Pattison, Jim (1928-) Canadian businessman

VIRTUAL COMMUNITIES

Virtual communities are collections of online 'neighborhoods' where people who have similar interests are able to make contact and keep in contact with each other on an ongoing basis. These communities usually offer free web space infrastructure and email services as well as chat and discussion forums that can be accessed and used by members. Thousands of these members (for our purposes also known as potential candidates) have online homepages. Each homepage is a great resource of background information about an individual that a recruiter can use to assess their potential eligibility for a role.

THE BENEFITS OF VIRTUAL COMMUNITIES

There are a plethora of candidates who can be found using virtual communities. Virtual communities are fairly much an untapped resource for potential candidates.

FINDING VIRTUAL COMMUNITIES

There are thousands of virtual communities on the Internet. For a listing of the more popular sites, visit www.AskTheRecruiter.com/resources.htm

HOW TO FIND CANDIDATES?

Geocities and Angelfire are web portals that conveniently have search engines located on their sites. You can use straightforward Boolean search terms to find candidates. To conduct a search, type in a search string that contains the word "resume" plus some of the important skills required of the targeted candidate. You can also type the location if this is important. Remember too that some search engines require you to use AND/OR typed in upper-case.

QUICK & EASY SEARCHING

Recruiters can waste a lot of time searching for eligible candidates on the Internet. But if a recruiter is not using the most effective searching methods, they can waste value hours. The three most important concepts when searching for candidates are:

1. KEYWORDS

- Search with keywords specific to the role
- Use words that are unique to the industry
- Use between four to eight keywords

2. PENDULUM

- If you use keywords that are too general, your results will be inaccurate. Conversely if the words are too specific, your results will be too narrow and even too few
- The best approach is a keyword search that delivers between 40 to 120 results. Vary your keyword list until you get the best possible combination and optimal results

3. SIMPLICITY

- Keep the search simple and refrain from complicated search strings
- Limit the search to less than three AND's
- Start with the most important keyword, add additional keywords and separate them with AND, then add the OR's. Change each term one at a time, starting from the right, to vary the results.

ADVANCED BOOLEAN SEARCHING

Here are some keyboard cheats for using Boolean search terms to help you refine your searches:

- **AND** - Finds documents containing all of the specified keywords
- **OR** - Finds documents containing at least one of the specified keywords. The pages listed in the results could contain both items, but not necessarily

- **AND NOT** - Excludes documents that contain the specified keyword
- **NEAR** - Finds documents that contain the specified keyword within 10 words
- **anchor:** *text* - Finds pages that contain the specified keyword in the text of a hyperlink
- **domain:** *domainname* – Finds pages within the specified domain
- **host:** *hostname* - Finds pages that are contained on a specific computer
- **link:** *URLtext* - Finds pages with a link to a page with the specified URL
- **text:** *text* - Finds pages that contain the keyword in any part of the page (other than an image tag, link, or URL)
- **title:** *text* - Finds pages that contain the specified keyword in the page title (which appears in the title bar of most browsers)
- **url:** *text* - Finds pages with a specific keyword in the URL

INTERNET SERVICE PROVIDERS (ISP's)

Internet Service Providers – affectionately known as ISP's - are services that connect people and their computers to the World Wide Web. ISP's provide dial up or broadband internet connections plus a host of other Internet based benefits to subscribers. (You can find a list of ISP's at www.boardwatch.com). These benefits include things such as free email addresses, homepage space, and access to networking gaming.

As a recruiter you need to remember that Homepages = Resumes. You can search homepages by generally going to the home page of the ISP and then searching for a directory such as AOL, AT or EarthLink. Using the search functions on your ISP's home page are a great way to find passive candidates on the Internet.

NEWSGROUPS

Usenet is a global discussion system on the Internet. Usenet is broken down into groups (called Newsgroups) organized by subject. People who have interest in a particular topic simply need join an online conversation that is related to that subject. Newsgroups are an ideal way to find candidates as the threads can be specific to interests both personal and professional. The easiest way of accessing newsgroups is through sites such as DejaNews and Reference.com.

Here is a list of newsgroups you could try:

- misc.jobs.resumes
- us.jobs.contract
- us.jobs.offerd
- us.jobs.misc
- us.jobs.resumes
- misc.jobs.offered.entry

FLIP SEARCHING

Flip Searching is a great search technique that you can use via some of the major search engines like www.altavista.com, www.hotbot.com and www.northernlight.com. The idea behind the “flip searching” technique is that sometimes potential candidates will insert hyperlinks into their personal home pages that relate to the companies they work for or the associations they are a part of. By flip searching, you are attempting to retrieve the addresses of those pages.

HOW TO X-RAY SEARCH

The purpose of x-raying or "domain searching" is to find pages that are within a particular domain name, or on a particular server. An experienced Internet Sourcer knows that just because you are not allowed access to a page, does not mean you can't get into the site. If you can't get in the front door of the site then you can probably still get in through the back door of the server by using the advanced function on a search engine. X-raying allows you to ask a search engine for every web page on a server.

USING A METASEARCH ENGINE

Metasearch Engines allow you to search several search engines simultaneously which is great from an efficiency perspective but Metasearch engines cannot generally perform the complicated searches that regular search engines are able to. Because they are searching several search engines at the same time, they generally only allow simple searches. As a result, they are not recommended for sourcing resumes. For a listing of some of the better engines visit www.AskTheRecruiter.com/resources.htm.

USING SEARCH ENGINES

Search Engines are a great source for recruiting potential candidates for recruitment vacancies. The easiest way to find personal homepages and resumes on the Internet is to go to the "advanced search" function on a Search Engine and type in your keywords.

In order to make the most of using a search engines there are some rules you need to remember:

- Each Search Engine searches the web and indexes pages in a different way to the next, so you need to be familiar with the guidelines for the particular engine you are using
- A Search Engine does not give you access to all pages on the web, only the ones it has found and indexed (they usually update their indexes on a weekly basis)

That said, it is important that you utilize more than one search engine to find potential candidates. In fact, it is always recommended that you actively use a minimum of three Search Engines for your recruitment searches. For a current listing of search engines visit www.AskTheRecruiter.com/resources.htm.

JOB BOARDS

Job boards are another method that you can use to advertise your company's vacancies. When a job board offers a resume database, the resumes can either be listed as be "public" or "confidential".

Public resumes contain contact details for the job seeker, so if you are interested in their skills you can contact them directly. Confidential resumes, however, do not list the contact information so the sourcer must contact the job seeker via the job service's e-mail service.

Many sourcers think that these confidential resumes create more work for them and so many choose not to contact the candidate and hence, bypass and miss out on some very good quality candidates. Usually, these tend to be the candidates should be considered first of all.

DISCUSSION LISTS

Discussion Lists are list serves that people can join to receive ongoing information about a particular topic. The major web search engines run discussion lists, and some small companies if they have a particular group that needs to be kept informed about a particular matter, issue or event.

Discussion lists have indexes of topics that allow you to select the list serve that interests you. You can also be invited to join. You then sign up and wait to receive information of choice. As members post, you receive a copy of the information posted. As a member you are also free to post, and this means that you can generally reach between 2 and 10,000 people in minutes.

www.RecruiterGroups.com
www.AskTheRecruiter.com

Discussion lists are different from virtual communities because they are email based and the information is not maintained in a central place.

For a comprehensive listing of discussion Lists visit
www.AskTheRecruiter.com/resources.htm.

Cookie Cutter Approach

Having developed what many regard as the perfect cookie, Debbi Fields began to seek investment capital for the development of a cookie business. She had some difficulty.

"A cookie store is a bad idea," she was told. "Besides, the market research reports say America likes crispy cookies, not soft and chewy cookies like you make."

["If I had thought about it, I wouldn't have done the experiment. The literature was full of examples that said you can't do this." Spencer Silver on the work that led to the unique adhesives for 3-M "Post-It" Notepads]

Fields, Debbi: American food industry entrepreneur
[noted for her eponymous cookies]

USING AN INTERNET SOURCER

The top ten tips to being a successful Internet Sourcer

Every experienced, and indeed successful, Internet Sourcer has a model that they follow which allows them to effectively find qualified candidates. Here are some of the guidelines that are often included a successful Sourcing model:

- *Research* - Every great Sourcer will have an organized online library of pre-bookmarked web resources. This allows them to track any research they do and re-use the links that are most useful
- *Look beyond the homepage* – A successful Sourcer will look for a candidate's interests. For example if a potential candidate lists their interest as java programming and also has several links to java development and membership sites, then they would probably consider them for java developer vacancy. This method tends to be intuitive
- *Use the Advanced Search Function* – Has pre-prepare Boolean search strings for each type of advanced search so that all they need to do is cut and paste the position specifics
- *No Access, No Problem* – Sourcers will often use the advanced x-ray function to find their way into a site via the back door
- *Always Look at the URL* – Review the URL of the page to see if they can move back to within each sub folder of the site to find other information
- *No Contact Information, No Problem* – Many web pages list names of people but not their contact information. An experienced Sourcer knows that you can find out more about your potential candidate by simply going to a meta-search engine typing in the name within quotes
- *Executive Searching* – Effective Internet websites such as www.hoovers.com, www.edgar-online.com, or

www.herring.com are useful for locating high-level executives

- *Use Multiple Search Engine* – Each search engine indexes the web differently, searches the web differently, and indexes different pages, and thus has very different results. As a result Sourcers spread their search across a number of engines
- *A Good Sourcer Knows When to Use What For Best Results* –Successful Sourcers know when to use the Flip and X-Ray searching techniques
- *Never Give Up* - A successful Sourcer knows that regardless of how skilled they are, it still takes quite a bit of time to successfully source all over the Internet – so they stick to their key searching guidelines and proceed patiently and diligently
- *Continuous Learning* – Successful Sourcers are on top of current developments within their industry and are very aware of new techniques as well as what works and what doesn't work

TIPS FOR HIRING INTERNET SOURCERS

It is important to separate the sourcing from the rest of the recruitment function in order that your Source achieves the goals you set for them. Consider:

- *Different skill sets needed* - A successful recruiter's key capabilities are communication, persuasion/sales, diplomacy and closing, while a successful Internet Sourcer's strong points are research, patience, inquisitiveness, and technical computer skills. Generally, a successful Recruiter is gregarious and is an overall "people person." Meanwhile, an Internet Sourcer is generally introverted, and usually prefers to conduct their activities with very little interaction with others

- *Recruiter's are short on time* – A typical Recruiter is subjected to emails and calls all day from vendors, candidates, hiring managers, and employees. Sourcing candidates on the Internet cannot be rushed so phone calls and emails can be quite distracting to the process. In fact, it can take an Internet Sourcer more than two days to successfully source one position so time and focus are important
- *Don't hire "Recruiters" to be Internet Sourcers* – Because of the different skill sets required to be successful at each of these positions (as outlined in a previous points) it is important that you don't hire Recruiters to source – even if you are strapped for talent
- *An Internet Sourcer needs computer expertise* – Internet Sourcers are people who are well versed in working independently on the computer day after day. People such as programmers, web developers, Internet librarians, editors etc. These are the kinds of people who would make ideal sourcers.
- *Not All Internet Sourcers are the Same* – It is difficult to find a Sourcer who knows how and when to use the various techniques available to them. Take the time to compare several Sourcers against each other before you engage one.

INTERNET SOURCERS AND ACCOUNTABILITY

Internet sourcing is one of the most cost effective ways for a business to locate, and hence recruit, candidates these days. Many potential candidates who are seeking other opportunities upload their portfolio on the Internet. But how can you be sure that you are getting the most from your sourcer? Keeping them accountable is the key.

Here are some tips on how you can keep your Internet Sourcer accountable for their recruitment work:

- *You Need to be the Expert on Sourcing* – It's not enough for you to simply hire a sourcer and then send them on their way to find you some eligible recruits. You need to know what the sourcer needs to do and what they will do, in order for you to monitor their progress
- *Have Realistic Expectations* – A sourcer should be able to source 20-30 searches a month and be able to fill at least 85% of these searches. They will usually need to contact 20-40 candidates in order to find 3-8 eligible and interested candidates who then become the potential shortlist
- *Recruiting background* – You need to secure a sourcer who has experience at all levels of sourcing so that they are confident enough to deal with all types of candidates
- *Guarantee* – Seek to engage a sourcer who can make a guarantee about the results that you can expect – including outcomes and timelines
- *Their Methods* – Most sourcers will probably not be prepared to disclose exactly where they source candidates from, but they should be able to give you an idea of the various locations and search techniques they are using
- *Payment* – You should not have to pay for services until after they have been delivered, so do not agree to anything that suggests otherwise

DECIDING ON A COMPENSATION PACKAGE FOR A SOURCER

Here are two key points to consider when determining the right amount of compensation for a sourcer:

- *Not All Sourcers are Equal* – It is important to remember that it is not the quantity of candidates, but the quality of candidates that will lead to a successful hire. To motivate a sourcer, a commission/bonus program may be designed to compensate the Internet Sourcer when a hire is made directly from a candidate they sourced
- *What do you normally spend to source for a position?* - Consider giving a portion of that fee as a form of compensation to your Internet Sourcer in order to ensure they successfully fulfill the purpose of their position
- *Not all vacancies are Equal* –Grade each position using a 1, 2,3 method. A grade 1 role would be the highest payment given for a position, and would represent a position that would have been given to an Executive Search firm to fill. A grade 2 role would be a mid-range payment representing positions that take some time to fill but usually do not have to be given to a search firm. Finally, a grade 3 role would be the lowest payment offered for positions that are generally easy to source

eBull

During eBay's rapid rise, the company nurtured a quaint rumor about its origins, claiming that founder Pierre Omidyar had created the site in 1995 so that his fiancé could trade Pez candy dispensers with other collectors.

Alas, the Pez myth, it was later revealed, had been fabricated by eBay's public-relations director in 1997 to generate buzz about the site.

[The Pez story was so tied to the company's identity that eBay CEO Meg Whitman was often photographed with Pez collections and had more than 100 dispensers displayed in the lobby at eBay headquarters.]

OFFERING INCENTIVES

WIDENING THE TALENT POOL OF CANDIDATES

Offering visa sponsorship is one of the ways that you can attract international candidates for your next vacancy. Using Visas allows you to attract candidates from all over the world – which in turn means that you are broadening your pool of available talent from just your local area to essentially the entire world

Although the visa process can be time consuming, there are some ways you can expedite the process. If you have a located a quality candidate who requires sponsorship, you might find it more efficient to outsource the sponsorship task to a company that specializes in visa arrangements

There are several websites that can assist you in the visa sponsorship process. You might like to try www.visanow.com as a first step. This website offers you an abundance of information about the specifics of the visa sponsorship process and allows you to start, manage and complete the entire visa process online if you choose to manage it yourself

There are some specific forms that you need to use when petitioning to sponsor a worker who requires a visa. These forms can be found at the INS – Immigration and Naturalization Service - website at www.ins.usdoj.gov. Click on the "INS Forms Now Online" section

Some key information about visas that potential recruiters and candidates should know includes:

- *Portability:* H-1B admitted workers are authorized to change employers, and with a new petitioning company, upon filing of the H-1B application and until the H-1B outcome is known
- *Job Flexibility:* A H-1B worker is permitted, if their I-485 "green card" application has been in process for in excess of 6 months, to change jobs or employers, as long as their new job is in the same or similar occupation

Applying for and working through the Visa process is expensive. A potential candidate or employer who is willing to pay the costs should allow the following budgets for typical legal costs associated with Visa Fees as follows:

Typical Legal Fees	
Permit:	Fees:
<i>1/2 hour telephone consultation</i>	\$250-350
<i>One written evaluation</i> of paperwork you prepare	\$750-1,000
<i>B-1</i> -documentation; no border representation	\$1,500
<i>B-1</i> -accompany at border	\$3,500
<i>TN</i> -with required bachelor's degree; no border representation	\$4,000
<i>TN</i> Systems Analyst with 2 yr. diploma and clearly qualifying 3 yrs. experience; all TN with required bachelor's degree and border representation	\$4,750
<i>TN</i> -no bachelor's degree; all management consultants; all Scientific Technicians	\$6,750
<i>H-1</i> with required bachelor's degree.	\$4,500
<i>O</i>	\$7,000
<i>L-1</i> -traditional manager-sizeable company	\$7,500
<i>L-1</i> -functional manager or start up company	\$8,000
<i>1 Prior Denial</i> -add to all of the permits above	\$3,500
<i>Green Card</i> -Intracompany Transferee-sizeable company	\$10,000-\$12,000
<i>Green Card</i> -National Interest Waiver or individual Labor Certification	\$15,000-\$17,000

<i>Re-entry Permit</i> -Returning Resident Permit	\$1,950.00 plus \$785 for each additional family member.
<i>Naturalization</i> -Family including spouse + children under 18	\$3,500

RECRUITER TOOLS

SOFTWARE

There are some software resources which are useful to all business people, particularly recruiters, sourcers, and those who use technology for their business activities. Recruiters, and more importantly headhunters, spend an enormous amount of time on the Internet and using a computer system of some sort, so they need to ensure that they keep up on the latest software available that will make their operations more efficient. Here are a few sites to bookmark and search through periodically:

- *Alexa* - This browser companion will tell you the source of the web page (address, phone etc.), freshness and traffic (particularly good for judging job posting areas)
- *ZDnet* – This site actually provides technology based articles in business speak. There is a valuable download section so that you can access programs easily
- *Cnet* – This site has a technology focus and prides itself on its extensive advice and reviews of technology hardware and software from around the globe. There is also a useful download section

RECRUITMENT SOFTWARE

- *Recruitforce* – This web based software is designed for everyone, from a full size recruitment firm to a one person headhunter. It includes the ability to manage candidate contacts, rank and pre-screen candidates, and maintain reports pertaining to the matching of candidates and client availability.
- *Hr-soft* – This company offers two distinct programs – one for managing the actual recruitment process and the other for managing candidates and careers

TARGETED RESUME SEARCHING SOFTWARE

- *infoGIST Resume infoFinder* – Used to search multiple resume databases simultaneously searching for targeted resumes
- *ResumeRobot.com* - Resume Robot is a search engine that specifically searches for resumes using spider searching. You can run multiple searches on major search engines, "flip" websites to find employee resumes or even locate resumes from newsgroup postings
- *TalentHook* – This is a powerful resume searching tool that searches resumes from paid and free resumes databases, newsgroups, universities, and other online communities and interest groups.

APPLICANT SCREENING & TESTING

- *Assessment-Central* - Provides a fully automated candidate prescreening solution that targets high quality candidates and effectively reduces the volume of unqualified job applicants

- *eTest* - Online Personality Test for Employee Selection. Avoid costly hiring mistakes. Compare candidates to norms for sales, managerial, customer service, administrative, or technical jobs
- *Know it All's Prove It!* - offers over 230 self-scoring assessments for software, office, programming and technical skills. All tests cover basic, intermediate and advanced levels of knowledge. Available for your PC, Network, Intranet or via the Internet.
- *Qwiz* - Test for proficiency in Word, Access, Lotus 1-2-3, Excel, PowerPoint, and more - with immediate results. QWIZ also measures core business skills, like speed typing, data entry, editing, and math. Plus, QWIZtek helps you assess the technical skills of IT professionals in over 30 applications, including Java, COBOL, C++, and Windows NT
- *RecruitTrack Recruiting Software* - Recruiting software solutions to meet your recruiting needs without costing you a fortune. With Data Management, Executive Search Capabilities, Resume Parsing, Microsoft Outlook and Web Integration
- *SkillCheck* - offers skills testing on software, clerical, industrial, and professional skills. SkillCheck has the ability to create custom tests
- *TeckChek* - provides IT skills testing. Over 100 computer-based adaptive exams, TeckChek provides a comprehensive Technical Proficiency Profile for each test taker, including raw scores, percentile scores, and strengths and weaknesses in the advanced technology being tested

JOB BROADCASTING SOFTWARE

- *AIRS Oxygen* - Oxygen's AIRSPost Job Distribution software program is a simple, cost effective job posting engine. You can post unlimited numbers of vacancies to the boards and the AIRS Network of more than 1,500 sites absolutely free of charge. Using a single, simple interface, you can upload your jobs and then wait for the applications to roll in
- *GoJobs.com* - Post your job vacancies to more than 500 major job boards across the United States. You use only one simple form for posting as many vacancies as required, and receive just one convenient bill. You can choose from over 60 premium industry specific job boards, diversity sites, or college job boards, when posting your vacancies
- *PostOnce* - PostOnce is a job posting portal that offers a single interface for job posting and job management. You can manage your applications process through this program
- *Peoplegenie.com* - Peoplegenie recruitment software is powered by Microsoft®.NET and enables recruiters to simultaneously send their vacancies to hundreds of international job boards and traditional print media instantly
- *RecruitUSA* - RecruitUSA is the preferred job posting resource for many major corporations across the United States. It allows the user to post and manage vacancies in one all-round solution

Know your customers

In April 2001, Telia (a Swedish Telecoms company) cut off Anders Igel's cell phone service because he had failed to pay his £180 bill on time.

Who was Anders Igel? To many he was better known as... Telia's new CEO!

[A very embarrassed Igel claimed to have paid four days before the payment was due. Telia's Customer Relations Office told a rather different story: "Mr Igel's phone has been cut," they declared. "It doesn't matter who you are, if you don't pay your bill on time, your phone is cut off."]

TAKE ADVANTAGE OF EMAIL

Email is THE form of communication worldwide and connects millions of users every single day for both personal and professional reasons. As a result, email is a perfect way to source prospective candidates.

EMAIL ETIQUETTE

If you are going to source candidates via email, then it is important for you to implement etiquette rules for the following reasons:

- Professionalism: by using proper email language your company will convey a professional image to prospective candidates
- Efficiency: emails that get to the point are much more effective and usually get the 'job done'
- Protection from liability: employee awareness of potential risks will protect your company from costly law suits for inappropriate or illegal content and messages

EMAIL ETIQUETTE RULES

There are many etiquette guides that you can follow and generally they will differ according to the nature of your business. Below we have listed some of the most important email etiquette rules that apply to nearly all companies:

- *Get to the point* – Keep your e-mails short and to the point. Remember that reading an e-mail is harder than reading printed matter, so don't discourage your recipient from taking in what you say
- *Respond to questions* – Ensure your email reply answers all questions, and pre-empts further questions
- *Be accurate* - This is only important because improper spelling, grammar and punctuation can give a bad impression of your company. But more importantly it helps to convey the message properly

- *Be specific not generic* - Not only should the e-mail be personally addressed to the recipient, it should also include personal and customized content
- *Use templates to help you prepare for frequently used responses* - Some questions you get over and over again, such as directions to your office or how to complete an application. Save these texts as response templates and paste these into your message when you need them
- *Respond promptly* - E-mail should be replied to within at least 24 hours and preferably within the same working day. This is important for candidate emails as it may impact on a person's ability to prepare their application
- *Don't attach unnecessary documents* - Wherever possible try to compress attachments and only send attachments when they are productive and required
- *Sending things with high priority* - If you overuse the high priority option, it will lose its function when you really need it.
- *CAPITALS* - IF YOU WRITE IN CAPITALS it will appear that you are upset, angry or dissatisfied with the person you are writing to
- *Using disclaimers* - It is important to add disclaimers to your internal and external mails, since this can help protect your company from liability
- *Re-read the email* - A lot of people fail to read an email before they send it out, as can be seen from the many spelling and grammar mistakes contained in emails
- *Overusing the Reply to All function* - Only use Reply to All if you really need your message to be seen by each person who received the original message
- *Limiting abbreviations and emoticons* - In business emails, try to limit the use of abbreviations such as BTW (by the

way) and LOL (laugh out loud). The recipient might not be aware of the meanings of the abbreviations. The same goes for emoticons, such as the smiley :-)

- *Format Rules* - Remember that when you use formatting in your emails, the sender might not be able to view formatting, so keep formatting to an absolute minimum
- *Using read receipts* – Unless you have a legal requirement for doing so, do not use this feature as it will almost always annoy your recipient before he or she has even read your message
- *Don't rely on confidentiality* - Sending an email is like sending a postcard – it is wide open to be read by almost anyone, almost anywhere. For this reason, it is best not to include any confidential information in email documents
- *Using the subject line* – Always try to use a subject that is meaningful to the recipient as well as yourself
- *Act professional* - Never send or forward emails containing libelous, defamatory, offensive, racist or obscene remarks
- *Use gender neutral language* - Apart from using he/she, you can also use the neutral gender – e.g. 'The user should add a signature by configuring the email program'
- *Using the cc field* - Try not to use the cc field unless the recipient in the cc field knows why they are receiving a copy of the message. In general, do not include the person in the cc: field unless you have a particular reason for wanting this person to see your response

Know your strengths

In a bid to boost sales of his premium baking powder one year, William Wrigley began handing out free samples of another product to his customers. Surprisingly, he found them to be less interested in the baking powder than in the samples! He promptly abandoned the baking powder business altogether - and soon became one of the world's largest manufacturers of the other product: chewing gum.

Wrigley, William, Jr. (1861-1932) *American manufacturer, founder of Wrigley's (1891)*

USING APPLICANT TRACKING SYSTEMS

Applicant tracking systems are a great way to manage the candidate and recruitment process within your organization. These kinds of software program allow you to maintain a database of applicant and job vacancy information. This is useful for finding suitable matches between the openings and applicants you have on file. It is estimated that around 50 percent of all mid to large-sized companies in the United States and almost all large corporations use some type of applicant tracking system. Not surprising, considering there are many applicant tracking systems to choose from, and choosing the one which work best for your firm can be a complex task.

Some valuable questions to ask when considering purchasing an applicant tracking system are:

- What are my functional needs taking my workload into account – clients v candidates?
- What is my budget for upfront costs v ongoing maintenance and upgrades?
- What portion of my resumes come electronically vs. paper?
- How many resumes do I receive in a typical month?
- What is the hard copy resume turn around time?
- I'd be accessing this system remotely, so does it have a web based option/capability?
- What is the sophistication of reporting I will need?
- Do I have the administrative support for a large system and indeed does it requires lots of administrative support?
- What is the stability of the vendor and am I likely to be able to receive ongoing product support?
- How long has the product been in service and have all the 'bugs' been ironed out?
- Is there some useful technology behind the gloss and will the technology meets my needs functionality?

Prices for applicant tracking systems range anywhere from \$1000 to \$1,000,000 but the important thing to remember is that you don't necessarily get what you pay for if the system doesn't meet your needs.

Here are some things you should look for when considering purchasing an applicant tracking system:

- Resume Scanning Facility
- Letter Generation Facility for invitation, interview, rejection and confirmation letter and memos
- Reports on EEO and other applicant demographics
- Ability to schedule/track interviews
- Job Descriptions Database
- Statistics: Activity, Recruiter, Sources
- Requisition Analysis
- Cost Analysis
- Budget and Cost per Hire data
- Applicant Profiles and simple matching with fields
- Mailing and Address Labels
- On-Line Notes
- Fields for additional information and continual updating

Chicken Soup for the Business Soul

In the fall of 1991, Mark Victor Hansen and Jack Canfield began shopping around their idea for a book containing a series of uplifting, bite-sized stories about obstacles overcome and dreams fulfilled.

After being rejected by more than 30 publishers, Hansen and Canfield began visiting book fairs and eventually found a struggling publisher specializing in addiction-and-recovery books who agreed to take a proposal home and look it over. After opening the manuscript in an airport waiting lounge and reading about a judge who went around hugging people and a little boy who overcame a disability, he started to cry ("tears running, blowing my nose," he recalled, "people looking at me kind of funny") and decided to give the writers a chance. Within a decade, *Chicken Soup for the Soul* had become one of the biggest selling nonfiction franchises in the history of American publishing.

Ironically, Hansen and Canfield were often reminded that their own story would be a fine candidate for inclusion in a *Chicken Soup* book!

[After Hansen and Canfield inked a deal, their agent, Jeff Herman, felt so bad about their minimal advance that he waived his usual fifteen per cent fee (which would have applied to everything earned for the duration of the relationship). Herman was later asked whether he had ever bothered to figure out how much money he had lost as a result. "No," he replied, "I'm not that much of a masochist!"]



*Take advantage of layoffs – when someone's number is up that
may be the time to place them somewhere else*

TAKE ADVANTAGE OF LAYOFFS

WHAT DOES A LAYOFF MEAN FOR A RECRUITER?

Recruiters everywhere are always scrambling to find qualified talent to fill their open job requisitions. In past years, layoff announcements were almost unheard of. But these days, layoffs are more common and provide a significant opportunity for sourcing potential and highly qualified job applicants.

As more and more companies feel the economic pinch, layoffs have become a reality for many employees around the country. Many companies are now anticipating the worst and are taking the initiative in laying off workers before they are experiencing any real shortfalls in their business. They are taking preventative measures to cut costs by laying off employees and at the same time are creating a potential disaster by having to hire all over again for these positions once the market changes.

The media also fuels layoff paranoia, and layoffs are often well publicized. This is because it is easier to see downsizing and much harder to notice hiring. The reason is that downsizing happens quickly and can be widespread, effecting hundreds if not thousands within one company. In terms of hiring, it occurs over a longer period of time and at a slower pace, so it tends to fly below most peoples' radar screens, particular that of the media.

Despite all of this, it is important to evaluate your own employment requirements and determine your needs in the short, medium and long term. Because layoffs are common, it means there are significant numbers of good candidates who are often involuntarily placed on the employment market each week. Recruiters are well positioned to take advantage of this situation and approach the potential candidates to gauge their interest in vacancies. You can access up to the minute layoff information through Google News by conducting the following search: "job cuts layoffs location usa"

Conversely, you should examine your own firm for layoff potential. There may be some fat that can be trimmed, but be careful not to inflict long term damage by letting employees go that you fought hard to hire just a year ago. Employees in this type of market become increasingly nervous about their futures with their current job, so if cost cutting measures are in order it is important to look at

layoffs as a last resort. Don't get caught up in the doom and gloom that the media likes to keep in the forefront of everyone's mind. You must always remember that the employees at your company make your company what it is!

Don't be so quick to react...

One day Standard Oil chief John D. Rockefeller learned that one of his senior executives had made a decision which had cost the company more than \$2 million. Fearful of Rockefeller's wrath, most of the firm's other executives studiously avoided him. One notable exception was Edward T. Bedford.

Scheduled to meet with Rockefeller, Bedford arrived prepared for a long diatribe against the wayward executive. When he entered Rockefeller's office, the boss was bent over his desk busily scribbling on a pad of paper. Not wishing to interrupt, Bedford stood silently until Rockefeller finally looked up.

"Oh, it's you, Bedford," he remarked. "I suppose you've heard about our loss?" Bedford admitted that he had. "I've been thinking it over," Rockefeller said, "and before I ask the man in to discuss the matter, I've been making some notes."

Bedford later recalled: "Across the top of the page was written, 'Points in favor of Mr. ____.' There followed a long list of the man's virtues, including a brief description of how he had helped the company make the right decision on three separate occasions that had earned many times the cost of his recent error."

It was a lesson, Bedford later noted, which he never forgot.

Rockefeller, John Davison, Jr. (1874-1960) American financier and philanthropist; planner of New York's Rockefeller Center; son of John D. Rockefeller, Sr; father of Nelson Rockefeller

All men who have achieved great things have been great dreamers.

Orison Swett Marden

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CHAPTER NINE — BEING AN EMPLOYER OF CHOICE

ARE YOU AN EMPLOYER OF CHOICE?

The phrase “employer of choice” is used commonly in the workplace sector these days. Plenty of companies like to make claims to the fact that they are themselves an ‘employer of choice’, but, ironically, it is the organizations that don’t self promote that are the genuine ‘employer of choice’ options.

So what is an ‘employer of choice’? An ‘employer of choice’ is a somewhat immeasurable status or perception of a company and what offerings they present to their employees. These benefits can come in the form of straight out salary and medical benefits but may also include things like open door policy, supportive culture, comprehensive staff training program, flexible approach to maternity leave, or encouragement for staff promotion and elevation. In essence, an ‘employer of choice’ uses their benefits to sell an attractive proposition to prospective employees as a place they really would want to consider working within.

So how do you measure this status and check whether your firm is indeed an ‘employer of choice’ and a place where candidates will want to work? Here are some of the ways you can assess if your company truly is seen as an ‘employer of choice’:

- *Makes it on a Top 100 list* - Your firm currently appears on a Top 100 Best Firms list – including Fortune, Working Mother or an industry or regional publication
- *Name recognition* – People in your industry recognise your brand name, company name or main products
- *One of the top three* - When possible candidates are asked the names of firms they would like to work with, more than 50% list your firm.
- *Referral for Available Jobs* - Employee referrals for current vacancies make up over 50 percent of all candidates
- *Recruitment Agencies talk about you* – You are keenly sought after by recruitment agencies as a place to fill high end, credible vacancies

- *Former employees return* - More than 10 percent of employees who voluntarily resigned from your firm at one time or another have actually returned seeking further employment at a later date
- *Low turnover rate* - The turnover rate of your executive level positions is well below 5 percent
- *CEO is known and respected* - Your current Chief Executive is well known and is about to speak at industry events



***Candidates want to know that they
will be valued and treated well by their new employer***

ATTRACTING THE RIGHT TALENT

SELLING THE BENEFITS

In today's labor market there is an increasing demand for skilled personnel, and employees are choosing to move more frequently between jobs to gain the breadth and variety of experience that enhances their marketability both on and off their resume.

It is for this reason that attractive remuneration packages are not the only factor a potential employee may consider when deciding whether to apply for a job. Increasingly, employees are looking for benefits such as:

- Flexible work options including working from home
- Opportunities for promotion and personal challenge
- The opportunity to work with organizations at the 'cutting edge' on risky projects
- training and development opportunities

Benefits are forms of value, other than payment, that are provided to the employee in return for doing their job. Some benefits, such as unemployment and worker's compensation, are federally required.

Examples of benefits are insurance (medical, life, dental, disability, unemployment and worker's compensation), vacation pay, holiday pay, and maternity leave, contribution to retirement (pension pay), profit sharing, stock options, and bonuses.

CORPORATE IMAGE AND VALUES

Employers are now smart enough to recognize that there are other less tangible factors that influence an individual to decide to apply for or accept a job opportunity. These reasons may well include the reputation or image of the organization that they are considering applying to. It could also be that the most attractive feature of an organization is its diverse workforce or where all employees are offered appropriate opportunities to contribute, develop and succeed.

Because candidates are now more 'employer savvy', increasingly, organizations are examining how they can differentiate themselves from their competitors by promoting aspects of their organization to prospective job applicants.

Employers now find it necessary to offer more attractive conditions of employment to attract applicants. Often extra conditions, such as accommodation, transport, allowances, removal costs, bonuses and study arrangements, can be put together as a package and presented very positively to potential applicants. Further samples of benefits can be located in the resources chapter.

It's not what you look at that matters, it's what you see.

Henry David Thoreau

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CHAPTER TEN – NEGOTIATIONS

UNDERSTANDING THE NEGOTIATION PROCESS

Negotiating is one of the simplest tasks to master in the world of recruitment, yet very few people enjoy it, actively pursue it, and even less people know how to really conduct themselves in a negotiating scenario particularly when it pertains to the recruitment and employment arena.

Negotiating is a predictable event that has rules, parameters, planned moves, and counter moves. Learning the rules and following them will help you to uncover the truth about negotiating basics, win-win negotiating, and the definition of a good negotiator.

FIVE FACTS ABOUT RECRUITMENT NEGOTIATION

- *You are negotiating all the time* - Whether you are trying to sell your services, discussing conditions with a candidate or trying to headhunt a potential candidate who is not looking for a new role, you are always negotiating. Sometimes though we don't even realize, because negotiation is considered to be such a mainstream activity.
- *Everything you want is owned or controlled by someone else* – This might well seem obvious but the reality is that to get what you want means you will probably have to negotiate with the person who has it.
- *There are predictable responses to strategic maneuvers* – It is critical to understand this because once you realize that strategies are predictable, then they can be managed – this is a particularly important factor for recruiters – as this means that you will almost always be able to convince client and candidate of a potential match.
- *There are three critical factors in every negotiation:*
 - *The understanding of power* - Understanding who has the power in the negotiation will help you in your strategies

- *The information factor* – Knowing what the client or candidate wants and what they require as an outcome is critical for a smooth negotiation
- *The time element* - Time is an important element to negotiation as it can both strengthen and weaken the position of the people engaged in the recruitment process
- *People are different* - the people participating in the negotiation affect Strategies, and because they are coming from different perspectives, they will want different outcomes and deliver their messages differently.

Over the Top

In March 2003, Teamtalk CEO David Ware and the chief executive of MCS Digital found themselves unable to reach an agreement on access to a mobile radio network in New Zealand.

As the \$200,000 dispute was headed for the courts, the two firms agreed to an unusual form of corporate mediation: Ware and his rival settled the argument in a best-of-three arm-wrestling match.

Ware lost. "Sure, losing hurts," he later admitted, "but not nearly as much as paying lawyers' bills!"

Ware, David: New Zealand-born telecoms mogul
Teamtalk CEO

GOING FOR A WIN-WIN

Understanding the underlying facts about the process of negotiation gives you a base to work from in any negotiation activity. However, a desire to win-win for both parties is a central theme that must be focused upon. To do this, bear in mind three simple rules:

- *Don't narrow negotiations down to one single issue* - Doing so leaves the participants in the position of having a winner or a loser rather than trying to achieve a win for both parties so that both the client and candidate are satisfied with the outcome
- *Never assume you know what the other party wants* - What the client thinks they are negotiating for may be totally different from what the candidate is actually negotiating for. As a recruiter it is important to keep an eye on their wants and needs, to ensure that they are speaking the same language during the negotiation
- *Understand that people are different and have different perspectives* – Some people may want to negotiate and develop the relationship so that it can be mutually beneficial particularly where a placement is concerned, while other people may want the deal, a handshake and to walk away. Price is generally an important factor but never assume that money is the only issue

NEGOTIATING EMPLOYEE CONTRACTS

Every employee who is employed by another individual, a small business or a large corporation, has an employment contract. This is irrespective of whether the agreement between the employer and employee is oral or written. Written agreements tend to be used as proof should there be any sort of dispute, and can prevent many disputes from arising in the first place.

WHEN TO PUT AN EMPLOYMENT AGREEMENT IN WRITING

In general, small businesses don't really need to go to the time and expense of preparing complex employment agreements for employees. There are other circumstances though, where employment agreements are almost critical:

- Senior managers and executives
- Sales personnel who are paid by commission
- Independent contractors
- Someone employed in a newly-created and vital position that is not covered using existing agreements

WHAT TO INCLUDE IN AN EMPLOYMENT CONTRACT

While this largely depends on the company, the industry, the specific role, and the particular employee, there are some core items that should be included in any employment contract you prepare:

- The amount of salary
- The amount of any commission or bonuses
- The amount and terms of severance
- The term of the contract if there is one
- A non-disclosure and confidentiality clause which prevents an employee from passing on trade secrets or using confidential data such as customer lists to others

- The amount of stock options or other ownership interests that employee can acquire during their course of employment
- The process of arbitration should a dispute arise about the agreement

DEALING WITH DIFFICULT PEOPLE

Everyone faces difficult people, difficult situations, and difficult circumstances in every area of life – both personal and professional. So what does it take to face, and deal with, difficult people in a recruitment sense? Without doubt, it takes a desire to:

- *Make the most of the differences* - We usually attract people who are our opposites but these differences, can also sometimes create friction between others and us. If we see these differences as gifts instead of difficulties, we can make the most of them. Clients and candidates who have different characteristics may well in fact complement each other in the workplace
- *Trust that the other person also wants peace or agreement* - If you approach a person with the belief that he or she is as eager as you are to reach a positive resolution, you can make the first move, knowing the result will be something you both want. Making the first move does not diminish your position, it merely gives you the opportunity to open the dialogue and potentially reach agreement about how to move forward
- *Know that the conversation doesn't have to be confrontational* – Confrontation is not the only way to solve problems. Open, honest and relaxed conversation will always win out
- *Learn from others and allow them to learn from you* – Encourage candidates and clients to be open to the other person's opinions, views, and ideas. This is particularly important if a candidate is being brought in to undertake a difficult role that requires solutions

Pocket Change?

Perhaps surprisingly, J. P. Morgan disliked haggling, and typically made quick offers on a "take-it-or-leave-it" basis. Having decided to purchase Andrew Carnegie's steel business, Morgan was quoted a figure approaching \$250 million. "I accept," he replied after a moment's consideration. When Carnegie later chanced to meet him, he expressed regret at not having asked for another \$100 million. Replied Morgan: "You'd have got it if you had."

[His nickname? "Yes-or-No Morgan." To finance the creation of the new company, Morgan organized a syndicate of more than 300 firms. The deal was unprecedented, valuing the company, to be called U.S. Steel, at a market capitalization of more than \$1 billion in 1901 dollars, the first billion-dollar corporation in history. By comparison, the rest of corporate America had a combined market value of \$9 billion.]

Trivia: By the mid-1890s, Morgan's reputation was such that crowds would separate to let him pass when he walked down the street.

Be open to opportunity...

One wintry day in 1905, 11-year old Frank Epperson accidentally left a glass of lemonade with a spoon in it on a windowsill overnight. Nearly twenty years later, in 1924, Epperson patented... the Popsicle.

NEGOTIATION TIPS FOR WOMEN

There are plenty of people, particularly many women, who are a little uncomfortable with the idea of having to negotiate for something they want.

While this might be the case, negotiating is actually a part of everyday life and you can be negotiating without even realizing it.

While negotiation comes more easily to some people than it does to others, in general people are not born with negotiation skills. It is something that needs to be learnt and mastered over time. Women who take the view that they are not very skilled at negotiating simply have yet to be taught how to do it well.

CORRECTING MISTAKES

It is easy to fall prey to negotiating mistakes. In general, the most common mistakes women make when negotiating are listed on the following pages. This will help you to see for yourself what 'not to do' when embarking on negotiation:

- Mistake - Negotiating in a way that forces you to act like someone else
 - o Solution - Be yourself and show the other party that you are being genuine in your approach. You must be authentic in your content, your delivery and your purpose, or you will lose any credibility that you have in finding a solution that is in your favor
- Mistake - Not being open to looking at all situations as potential opportunities for negotiation
 - o Solution: Look for opportunities within situations that allow you to negotiate a better deal or arrangement for your own circumstances. When you assume the position that everything is negotiable, and indeed is meant to be negotiated, then you will find it easier to face these offers head on
- Mistake – Scared to say no
 - o Solution: Don't be afraid to use the word "no" when it comes to negotiating what is best for you. No one will

thank you if you settle for less than you deserve and indeed no one will argue your case better than you will. You need to remember that saying no is not personal it is just a means to an end position

- Mistake - Not being selfish enough
 - o Solution: You need to negotiate for yourself just as if you were negotiating on behalf of someone else. Some women have been raised to believe that negotiating for themselves is selfish. In the workplace that couldn't be further from the truth. Learning to negotiate will empower you and ensure that you get what you deserve

Letterman: A Brilliant Move?

In 1993, "Late Night with David Letterman" moved from Peacock network NBC to the Westinghouse-owned CBS. Letterman was clearly delighted. Said the host: "I now have a lifetime's supply of light bulbs!"

Letterman, David: American entertainer and talk show host [noted for his role as host of NBC's "Late Night with David Letterman" (1982-93) and CBS's "The Late Show" (1993-), and for his dry, sardonic brand of humor, as exemplified in his famous Top 10 Lists]

**"Listening is as powerful a means of communication and influence as to
talk well."**

John Marshall

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CHAPTER ELEVEN

EFFECTIVE WORKPLACE COMMUNICATION

WHY GETTING YOUR MESSAGE ACROSS IS IMPORTANT

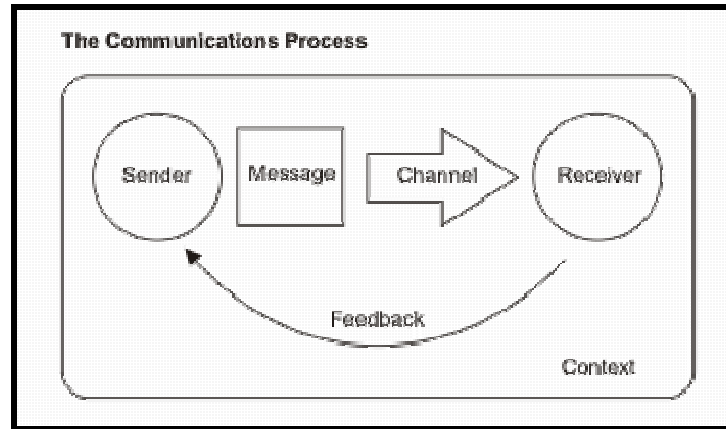
Conveying your message to the people around you is important – irrespective of whether you need to convey the message to the people you live with, the people you are friends with, the people who you work with, or the people who you do business with – all of the rules for being an effective communicator are indeed the same.

Communicating a message involves both a sender and a receiver. However because communication involves more than one person it can often be flawed and inaccurate in its translation. Messages can be misinterpreted, they can be misheard or they can be misunderstood. Indeed, the communication of a message is only successful when both the sender and the receiver perceive its content in exactly the same way.

Despite the critical nature of effective communication, particularly in a working environment, many people still struggle with communication as one of their core skills. This can sometimes prohibit them from communicating messages clearly to clients, colleagues and staff. On some occasions it can also stand in the way of a candidate being confident enough to apply for, or even secure a new role, or a job promotion.

If you really want to understand how communication can be effective, then you need to be aware of how it can go wrong. Take a moment to examine the actual communication process and you will see it more clearly.

The process of communication itself consists of several people and components – the sender, the message, the channel, the receiver, any feedback, and the context in which the communication is conducted. The diagram below highlights this process. Because of the number of people and components involved in communication there is enormous risk of misunderstanding and confusion.



In order to eradicate as much risk of confusion as possible, take a closer look at each of the people and components involved in the process:

- *Sender* - Must display knowledge of the subject, be familiar with the audience and be comfortable in delivering the message
- *Message* – Can be effected by the tone of the sender, what message is delivered, who is delivering the message and in what environment that message is being delivered
- *Channel* – This is the way the message is conveyed and can include face-to-face meetings, telephone, letters, emails, memos and reports
- *Receiver* – Should be open to receiving the message from the sender so that the words and non verbal signs cannot be misconstrued
- *Feedback* – Will occur through speech and physical body signs such as head nodding. The sender should pay careful attention to this
- *Context* – This is the situation or environment in which a message is delivered

COMMUNICATION IN YOUR ORGANIZATION

To ensure that you can achieve what you need to achieve in a recruitment environment, you need to be heard and you need to listen. This is the key to effective communication. In workplaces across the world, effective communication makes the difference between workplace efficiency and inefficiency, workplace harmony and distress, and workplace drive and lack of motivation. With proper planning you will be able to encourage effective communication in all your day to day activities.

THE IMPORTANCE OF NON-VERBAL COMMUNICATION

Listening and communicating with a client, a colleague or a potential candidate, is not just about talking and listening. It is also about picking up and giving our non verbal gestures that indicate messages back and forth. You need to consider non verbal gestures such as eye movement, posture, body language, appearance and other sounds such as sniffing and coughing, at the time of the communication exchange, and these kinds of thing can effect how the message is perceived.

In verbal communication, the dialogue occurs using words and this is the most direct way to tell someone something. Nonverbal cues however are very powerful, and so it is critical that you have your own gestures in check and know enough to be able to read the gestures of someone else.

ENHANCING YOUR NON-VERBAL COMMUNICATION

Consider the specifics of non verbal gestures in your next recruitment meeting:

- Be mindful of movements and signals that can both compliment (help) and contradict (harm) the message you are trying to convey
- Eye contact can be a sign to someone that you are either interested or disinterested in what they have to say. Eye contact and eye movement can also be an indication of recognition or dishonesty
- Facial expressions can reflect attitudes and emotions far more than is often conveyed in words. Watch for this in line with posture

- If you want to deliver an upbeat message, you need to remain upright and alert. Look for this in potential candidates and see how it changes (if at all) when discussing challenging and complex situations they are describing to you
- Be mindful of people's personal space and watch how they interact with people and their environment – especially if it is an unfamiliar environment. Explore in your own mind whether a candidate's body language would sit well with your client and their environment

Don't be afraid to change...

At the turn of the millennium, Motorola banned the term "cell phone" as its handsets evolved into "personal network devices" incorporating such features as cameras, game consoles, web browsers, music players, photo albums and personal organizers. "We are trying to think more broadly about it," President Tom Lynch explained in 2004, "which is why we call it 'the device formerly known as the cell phone'."

THE ART OF LISTENING

Most conversations generally drift along; in business, this is wasteful; after all a manager seeks communication rather than chatter. To ensure an efficient and effective conversation, there are three considerations:

- you must ensure messages are sent effectively
- you must ensure messages are received and understood
- you should exert some control over the flow of the communication throughout the company

As a recruiter who relies on successful matching it is critical to your business that both client and candidate communicate effectively.

It needs to be clearly understood that listening and communication skills are mission critical to the success of any business. Put simply, if you pay poor or little attention to your clients, your colleagues, your hires and others that you come in contact with, the mistakes can be costly. Poor listening can lead to errors, poor service and missed opportunities, mismatching of clients with hires, and general inefficiencies. Remember – you cannot sell anything – your service, a concept or a potential candidate - unless you understand your customer's needs, problems and goals. This is the key to ultimate success in recruitment. Listen and listen well.

So how can you improve your listening skills so that you are listening well? Here are some keys tips for doing so:

1. *Give 100% of your attention* – Focus on the person you are talking to – this will indicate sincerity
2. *Respond* – Prove that you understand what the person is saying to you with either verbal answers or non verbal gesture like responses and movements

3. *Reiterate* - People need to know that you understand what they have said to you. You can prove this by repeating back to them what they have said, in your own words
4. *Show them respect* - Prove you take the person's views seriously by being willing to listen to their point of view even if you don't necessarily agree with it

AVOID AMBIGUITY AT ALL COSTS

As a recruiter, manager, or senior executive who is concerned with getting things done you are more concerned about what someone says more than what words they actually use. The greatest challenge to this is that words often have different meanings depending upon context and/or culture.

A second problem is that some people simply make mistakes. Your job is not simply to spot ambiguities but also to counter inconsistencies.

Finally, of course, some people simply mishear. The omission of a simple word could be devastating – financially, physically, emotionally or socially.

If you recognize that there is a potential misunderstanding, you must stop the conversation and ask for the valid interpretation.

THE ART OF NETWORKING

BUILDING AN EFFECTIVE ELEVATOR PITCH

The objective of an elevator pitch is to engage the person whom you are speaking with so that they will be happy to trust you and offer you more information. The elevator pitch is a key element to being an effective networker. Most people are familiar with this concept; however, many people have uninspiring pitches that don't make the grade.

A general guideline to preparing an elevator pitch is to speak in terms of who you are and what you do, not just the job title that is listed on your business card.

For Example:

"I work with people who want to feel comfortable when speaking in public."

versus

"I am a communications consultant."

Or

"I find people jobs."

versus

"I am a recruiter."

A natural reaction to the statements above is a question such as "How?" coming back from your audience. Bingo - you have successfully engaged them!

WORKING THE ROOM

There are many very effective techniques for networking in a group environment such as a cocktail function or a conference ice breaker. Here are a few ideas:

- 1) *Always have a goal* – Aim to obtain three business cards from people who can help you recruit candidates
- 2) *Do someone a favour* - People will always help you if you help them, so aim to help three people at the event
- 3) *Tell a story to get your point across* – Pre-prepare three stories. Your audience will remember your story if it is memorable and lively, so tell it and link it to you to make you more memorable
- 4) *Carry a pen* - Write down a few memorable things about each person after you speak with them. On the back of their card is an ideal place. This will help you when you get back to the office and want to add them into your contacts database.

Brand Integrity

"If a licensee sells the product at a discount, or lowers its quality, or sells it in the wrong place, or bundles it together with low-quality products, the 'brand integrity' will be harmed, perhaps permanently. The best-known example is Pierre Cardin, whose licensing operations proliferated so much that by the 1980s he had lent his name to up to 800 products, including toilet-seat covers."

"I like to listen. I have learned a great deal from listening carefully. Most people never listen."

Ernest Hemingway

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CHAPTER TWELVE — RESOURCES

CHECKLISTS

A recruiter's checklist for candidates is attached here. For more resources including job descriptions, employment contracts, guidelines and other useful recruitment information visit www.AskTheRecruiter.com/resources.htm

RECRUITERS CHECKLIST FOR NEW CANDIDATES

- Are the job title, computer type, citizenship, salary and skills correct to allow proper matching and ensure that you can easily retrieve this person when you are searching for these attributes for a job order?
- Has the applicant been pre-closed on salary, location and job attributes?
- Has the applicant been schooled on how to interview and dress, and does the applicant know how to interview?
- Have you determined the extent of applicant's level of trust in you? Do you know where this applicant has interviewed, where his/her resume has been sent, what other agency has his/her resume? Does this applicant know why he/she should talk to us before he sends his resume anywhere?
- Have all the key words been gleaned from the applicant's resume and a search performed on job order records using these key words?
- Are you checking that all presentations are being made in a timely manner by other recruiters?
- Are the matches being reviewed on a daily basis?
- If the applicant is hot, has a search list been prepared and completed?

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