



Serving Business, Job Seekers and Youth

Effective Ways to Attract Good Employees

Making the right hiring decisions is critical to the success of your company. How do you make sure that you attract the most qualified candidates to your organization? How can you position your firm to its best advantage?

Know Who and What You're Looking For

According to an article appearing in the 2004 issue of *Management Research News*, when a job has been pared down to its key elements, it is easier to fill with the right prospect. Conducting a companywide job analysis will result in a job description for each position. This allows the recruiter to more easily determine if a candidate possesses the basic skills necessary to perform the open job. Job descriptions should be revised to incorporate changes in a particular role as time evolves.

Besides key skills required for the job, what types of behaviors are common in people who are already successfully employed in the position you are hiring for? You may have to gather information from several employees in order to arrive at a profile for success.

Employers who provide interviewers with more accurate information on what is needed to match people with jobs should increase effectiveness. Another benefit of job analysis is that the

prospective employee will enter the job with a clear expectation of what is expected day-to-day.

Where are the Best Places to Find New Employees?

▶ **Employee Referrals**

Many experts agree that the best way to find new people for your firm is through employee referrals. Many companies develop programs to provide monetary incentives to encourage employees to refer qualified candidates.

Besides the time and money savings, employee referral is preferred because the person referring already knows the candidate and will naturally act as a "buddy" mentor to the new person. With someone in house helping the employee successfully navigate the initial challenges inherent with being new, chances for retention increase.

▶ **Qualified Applicant Pool**

With a tight labor market which is predicted to become even tighter, more companies are keeping a pool of potential employees on tap. The key is to keep track of where the people are and to communicate the firm's interest in them periodically with phone calls or by sending them a company newsletter.

▶ **Traditional Methods**

For hiring service workers and laborers, tried and true methods have proven the most successful tactic, according to the *HRfocus* October 1997 article, "Choosing the Right Recruitment Tool." These more traditional hiring venues include:

- ▶ Promoting from within
- ▶ Newspaper advertising
- ▶ Temporary to permanent employment agencies
- ▶ Retiree job banks
- ▶ Walk-in applicants and unsolicited resumes



The Power of the Internet

Over the last few years, online recruiting has changed the hiring landscape for both employers and job seekers. Most firms still use traditional avenues to post openings, but have now added the web into their recruiting mix. Employers realize cost savings with online recruiting both by lowering the cost per hire and by speeding up the overall hiring process. The results can be dramatic, as in the case of a major retailer that experienced a cost-per-hire reduction of 70%, according to the July 29, 2004 issue of *People Management*. Further, the same firm found that their hiring cycle dropped from eight weeks to as little as two days. On the flip side of the equation, job seekers benefit by finding jobs faster online than with traditional job hunting techniques.

Online recruiting is effective as long as both the employer and job seeker are specific on what they are looking for. The more specific the job postings and resumes, the easier it is for the electronic filtering systems to find matches. A hidden cost of online recruiting is the extra time needed to review the larger pool of responses it generates.

Among the online job boards, Monster.com is the largest and has been around the longest, just over 11 years. Employers pay to post openings, in addition to scanning the resume bank for potential employees. Job seekers post resumes and search for jobs for free. Careerbuilder.com, a joint venture of three large newspaper networks, and Yahoo's HotJobs, are also popular online recruiting sites.

Many companies now post all of their open positions under a "career" tab on their website. The Internet has proven effective in connecting highly skilled labor and management employees with job opportunities, and is becoming more important as a recruiting tool for all types of positions.

While not a panacea for "instant" or error-free hiring, online recruiting presents companies with access to a powerful tool that offers significant time and money savings. The web widens the net, extending the firm's traditional geographic hiring reach. Recruiting online has also resulted in candidate pools which are more diverse than those achieved through other avenues, according to *HRfocus* in the April 2004 article, "The Pros and Cons of Online Recruiting."

Emerging Labor Markets

▶ New Americans

More companies are making an effort to hire workers who are new to the United States to fill many of the open general labor and service positions. Firms can help this employee group successfully assimilate into the workplace by demonstrating sensitivity to other cultures, offering access to English-as-a Second-Language classes, having translators at company meetings, and assigning common language "buddies."

▶ Disabled Workers

For jobs where the responsibilities and work environment can be adjusted to accommodate a disabled worker, there are agencies providing assistance to employers looking to fill positions. ARC Industries and Goodwill are two organizations focused on rehabilitative job training.

▶ Senior Power

Older workers are another labor pool for employers and they are expected to become increasingly important as more Baby Boomers age. As people live longer, some are ready to work part-time following their formal retirement. Employers who can accommodate seniors' need for a more flexible work schedule can tap into this segment.

Effective Interviewing

Once you've found effective avenues in identifying candidates, turn your attention toward your firm's collective interviewing skills. To attract the best candidates, make sure that all of the HR personnel and line supervisors who regularly participate in the hiring process are fully trained in effective interviewing techniques.

▶ Company Core Values

Ensure that all representatives of the company can clearly and succinctly communicate the company's overall business mission and core values to potential candidates. All interviewers are in effect selling the company to prospective employees, and they should be trained with this role in mind.

Delaware Job Link – We Can Help

Delaware JobLink, the workforce development division of Delaware County Job and Family Services, is a valuable resource designed to make finding candidates as convenient, fast, and easy as possible. Our employment specialists work with businesses to meet your job recruitment needs. Services include:

- ▶ On-site recruiting
- ▶ Applicant Pre-Screening
- ▶ Job Fairs
- ▶ Interviewing Facilities
- ▶ Meeting Rooms
- ▶ Employee Recruitment Workshops and Seminars

And much more! Delaware JobLink takes great effort to prepare and screen job seekers so that your time is spent interviewing the best-matched candidates for your openings. To learn more about our employer services, visit us online at www.delawarejoblink.org or call 740-548-6665 or 740-833-2338.

▶ Train Supervisors on Interviewing Techniques:

Educate personnel on how to ask interview questions which are framed properly to yield the best results and comply with legal standards.

▶ Use Structured Format with Standard Questions:

Assist interviewers in developing a set of questions designed to gauge each candidate's experience and skills relevant to a specific position. Using a structured, standard interview questionnaire will facilitate comparing interviewee responses and will make the entire process more objective.

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