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Vital Business Solutions Newsletter

Acquiring the Right Talent for Your Business

Recent U.S. jobs report have been somewhat encouraging lately. Employment rose by 243,000 in January decreasing the unemployment rate by 0.2 percent to 8.3 percent. You may have contributed to January's jobs growth and have plans to hire more this year.

Your recruitment process and sourcing strategy are very important to finding the persons that will add value to strengthen your business. Finding the right person does not begin with writing and posting the job advertisement. It begins with revisiting your business' mission, vision, and values. It also includes looking at the utilization of your existing workforce to establish a business need and confirming that your budget can support the position as well as the recruiting efforts.

In addition, determining who will be assigned the important role of promoting your business brand and selling the job to the right market should be part of your strategy. Most small businesses cannot afford a full-time recruiter and sometimes this crucial work is passed on to an administrative assistant or the over-burdened HR Generalist. Unfortunately, these staff, although quite competent in their areas, may not have the time or the full grasp of the recruiting and sourcing process to be effective in selecting and hiring the talent that you expect.

You may also consider a contract recruiter. However, short-term recruiters sometimes do not have a vested interest in your business to take the time and understand your business' mission, culture, and needs in order to find the right candidates. Another option is contracting with a professional recruitment team that truly understands business and will partner with you for successful hiring outcomes. It is important to select the right team that will deliver top talent without prohibitive financial terms.

Thinking through these scenarios will help you decide if you should use your internal staff, hire a contract recruiter, or outsource part of or the entire process to a professional recruitment team. Whether you develop the overall strategy or work with others, here's what should be included in your staffing and recruiting efforts:

- Plan ahead - develop strategic workforce planning to specify and prepare for future needs.
- Assess your internal workforce.
- Develop a job description that clearly outlines the requirements and qualifications for the job.
- From the job description, create an effective job advertisement (posting) that is appealing to job seekers and raises your business profile, but remains true to your requirements.
- Select the appropriate sources for the type of position.
- Distribute the job in the most timely and cost-effective manner.
- Constantly look for ways to improve the selection process.
- Identify technology and develop tools to expedite the process, while keeping relationships in mind.
- Review resumes, screen for the required qualifications, and consider candidates to pursue.
- Phone screen candidates to determine further consideration in the selection process.

- Administer testing, if required for the position.
- Maintain a pipeline of quality candidates.
- Schedule interviews with hiring managers and receive interview feedback.
- Guide hiring managers throughout the selection process.
- Gather, maintain, and share recruiting activity data as frequently as needed. Follow up with candidates and hiring managers in a timely and professional manner.
- Order background report and review with consideration to employment laws and company policy.
- Create offer letter.
- Present and negotiate job offer.
- Close out the process amicably with the candidates not selected.
- Track recruiting costs.
- Conduct all recruiting, selection, and hiring activities with consideration of federal, state, and local employment laws and regulations.

Selecting and hiring great talent for your business requires taking these important steps with professionalism and dedication. Determining if the right person was hired extends beyond the offer acceptance and the new employee's first day on the job; it is proven in the weeks, months, and years ahead that the employee continues to add value to your business. Tracking recruiting metrics helps you make sound decisions for subsequent recruiting and sourcing activities.

Is This Your Final Offer?

Over the past years during the recession and loss of jobs, employers were on the better side of offer negotiations. After layoffs, some job seekers changed their career paths and were willing to accept less pay to enter a new field or to take a job just to make ends meet. Now, with the improved jobs outlook, things may begin to change. In addition, new industries are emerging which call for unique talent or specialized licenses. In these cases, job seekers may have the upper hand at the negotiating table.

What do you do when the candidate declines your job offer or present a counter? Here are some ideas if your offer is rejected due to salary concerns:

- Take another look at your offer.
- Review your interview notes to understand the applicant's motivation for the job.
- Justify why you need to augment the offer package.
- Know the market value - poll your peers or other businesses to find out what they pay for similar positions or use online resources such as Salary.com.
- Think about your budget and internal equity to decide what dollar increase you can afford to extend.
- Think about other incentives instead of salary increase.
- Consider trading: if the applicant insists on a certain component, then see if he or she would be willing to take on extra responsibilities or give back something. Keep in mind your compensation plan and how a higher salary or wage can impact your pay structure.

Negotiate for both parties to win, but know when to close the process with the best business decision. If the applicant accepts your final offer, revise the offer letter to make sure the new terms are in writing.

Dates to Remember

February 1-April 30- OSHA 300A posting period.

April 30 - the new date that private-sector employers will be required to post a notice advising employees of their rights under the National Labor Relations Act. The poster will be free.

2012 is a leap year. Will this affect your payroll cycle? Connect with your Bookkeeper or payroll service now to find out.