



Insperty

Inspiring Business Performance®

BUILDING A BETTER TEAM



The Insperty® Guide to Recruiting and Hiring

ATTRACTING

How to set yourself apart to get the best candidates.

RECRUITING

Do you have the tools you need to woo the top hires?

HIRING

There's an art to filling positions with the right people.

Placing people in positions is easy. Finding the top talent who will take your business to the next level is another story. Let's face it, your people are your business. They're the heart of what makes your company successful. When you have the right fit, you experience increased profitability, performance and productivity – the three essentials to any successful business. Attracting that kind of talent requires taking a close look at your company culture, recruiting tactics and hiring process.

Let's get started.



The Art of Attracting Top Talent

Today's best prospects are focused on what businesses have to offer them – and it's more than a paycheck. They want to know your company culture, values and mission. **They're seeking fulfilling careers with businesses that are in tune with their needs.**



Here are five steps to catch their interest:

- 1 **Develop your reputation.** Top applicants are looking for companies who care about their employees and give them the tools they need to thrive. Convey your company's values and culture by marketing your company brand. It's what sets you apart.
- 2 **Connect via social media.** Today's candidates stay connected online. Post job openings on social networks, job boards and your company's website.
- 3 **Be authentic.** Before candidates ever engage with you, they're going to find out about you. Beat them to the punch. From social media to your website, make sure to tell people exactly who you are.
- 4 **Offer advice.** Get the most out of your career site by delivering info that job seekers want to know. Share job search tips and employee testimonials. Describe what type of people you're looking for and what makes you a good fit.
- 5 **Make it mobile.** Today's world is mobile – smart phones and tablets are the norm. Make your career site mobile-friendly so that you don't frustrate potential employees. You don't want to drive them away before you ever have a chance to consider them.

Why Is Recruiting Important?

The recruiting process will leave an impression on the job candidates who come your way. How you differentiate your company, what it offers and how it treats its job candidates and employees will help attract qualified candidates who can help your business succeed.

Getting the right people in the right job is essential to your overall business plan. It should support your long-term capital and operational plans.

Your recruiting strategy begins long before you have an open position: Look at your business goals for the next one to five years. What is the growth trajectory and what positions do you need to support that growth? The goal is to be deliberate and anticipate your workforce needs.

A Blueprint for Hard-to-Fill Positions

How do you attract job candidates whose positions are in high demand or are so specialized that the pool is shallow? **Here are three tips for getting those unicorns in the door:**

- 1 Advertise on niche sites.** Use job boards for specific industries and target specific groups on LinkedIn or national job boards like CareerBuilder.
- 2 Seek out professional organizations.** Attend meetings or networking events, and even student groups affiliated with an industry, where you can cultivate graduating seniors.
- 3 Brag a little.** Do you have great benefits or a bonus program? Your job postings should include the perks that could woo good candidates.

3 Warning Signs

You Need to Rebuild Your Recruiting Strategy

Do you need to go back to the drawing board on your current recruiting system?

Take a look at some red flags that could mean you need some help:

Employee turnover

Poor retention could mean you didn't hire the right people in the first place.

Supervision overload

Training and coaching are part of the job. But constant meetings for poor performance or a lack of skills can mean there's a need for better recruiting.

Productivity problems

An ill-equipped or unenthusiastic worker could cost your business clients and profit.

Dig Deep to Get Better Candidates

Replacing employees can be costly – up to 60 percent of their salary. But you can get better candidates through the door with a little preparation. Your recruiting plan should include these three things to get started:

- 1. Have a comprehensive job description.** Cut down on the number of unqualified candidates by being clear about the skills, education and job duties that are needed.
- 2. Conduct pre-employment screenings.** Get the facts by verifying education, employment history, certifications and accolades.
- 3. Go beyond the surface in the interview.** Get insight on career goals and personality. Will they fit into your company culture? Ask about what type of environment and management style works best for them.



Make sure you point out what makes you different.

Is There Such a Thing as a Recruiting Experience?

Sure! And you want it to be a good one. Even if it doesn't work out this time for a job candidate, the recruiting experience can still be a good one. And that person can affect how others view your company. **Here are some tips for a smooth process:**

- **Ease of application:** A clunky process may turn off candidates. This may be their first impression of your company – make it a good one.
- **Communication:** Being timely in responding to applications is important. Be transparent about what job prospects can expect throughout the recruiting process and let them know if there are delays. Good communication can set you apart from other potential employers.
- **Applicant tracking:** It may not be the best fit the first time around. A good job candidate will appreciate being informed of a better opportunity down the line. Have a way to store applicant info so when the right fit comes along, you're ready.

Building

a Better

TEAM



TOP 10

Interview Questions to Ask

Finding qualified candidates is just the first hurdle when it comes to hiring. You must also develop interview questions that get the responses you need to properly assess each candidate. Here are ten questions designed to give you deeper insights into the candidates' personalities and capabilities so you can narrow in on the best possible fit.



What process do you work through to make difficult decisions?



Describe a situation when you worked with someone you didn't like or respect. How did you cope?



Tell me about a situation where you had numerous demands on your time. How did you resolve it?



Tell me about a time you had a serious conflict with a co-worker. How did you resolve it?



Have you had to inspire or energize an unmotivated employee? What did you do, and what was the result?



Tell me about the most difficult customer you've dealt with. How did you handle the situation?



Tell me about an opportunity where you were reluctant to take a risk. What did you do?



Have you ever had to set aside your own priorities for the good of the team?



How do you plan and organize your work? Tell me how you've done so in a specific situation.



Tell me about a time you had difficulty keeping a commitment. What did you do?

Construct Your Team With a Foolproof Plan

If you don't understand the job, your candidates won't, either. Before you post the opening, a little research and a job analysis will help you educate yourself to make the best hiring decision.

- ✔ Create a job description that is specific and doesn't use jargon.
- ✔ List qualifications, including background, experience, education and knowledge required.
- ✔ Determine salary, using data from the Bureau of Labor Statistics, if needed.
- ✔ Consider the impact of this job on your company and likely

changes to it over time.

Now you're in a better position to conduct intelligent interviews, answer applicants' questions and hire the best candidate to be your next employee.



Interview Dos and Don'ts

Do ask, "What can you tell me about our company?" and let them answer. If the candidate hesitates, say you'd like to hear what comes to mind.

Don't spend time going over resumes – learn instead about skill sets and competencies.

Do make candidates feel comfortable by building rapport.

Do leave time for questions when you've asked all of yours.

Should You Hire for Cultural Fit or Skills?

You have two outstanding job candidates. One has great skills, but the other seems like a great fit for your company. How do you decide?

The person hiring and training the new employee should answer:

- Where are you willing to compromise?
- How much are you willing to teach?
- Which candidate would be easier for you to train?

Basing your decision on the answers means better hiring decisions. If your candidate doesn't mesh with your culture, it won't be easy to change him. Most people, though, can pick up skills if someone invests the time to train them.

A bad hire costs more than dollars and cents.

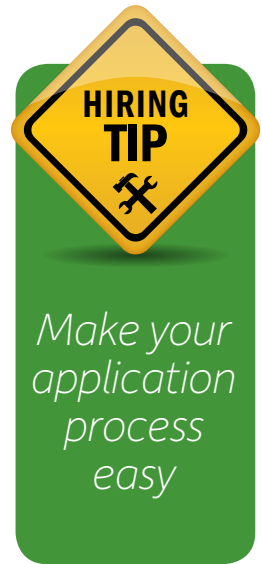


How Accurate is Your Candidate's Resume?

Finding good employees is difficult enough without worrying about whether your candidate has told you the truth on his or her resume. [The best solution is a simple background check](#), which will easily verify:

- College degrees and job titles
- Altered dates of employment
- Inflation of previous salary

A background check is invaluable in helping you discern if a potential hire is likely to lie, cheat or steal from your company or potentially cause harm to your clients or your reputation.



Not All Employment Screening Vendors are the Same

When looking for an employment screening vendor, confirm that your vendor follows best practices through these steps:

- 1 Social Security number trace
- 2 Social Security fraud detection
- 3 Criminal background check
- 4 National Sex Offender Registry check
- 5 Job history verification
- 6 Education verification
- 7 Drug screening



A good screening vendor will offer a comprehensive package that includes these services without breaking the bank or exposing your candidates to potential identity theft by outsourcing verifications.

4 Ways to Help Define Your Employment Brand

Why should someone want to work for your company over a competitor? [A clear employment brand statement spells out not only the benefits you offer employees, but also your company's values and culture.](#) **Here's how you can define your employment brand:**

- 1 [Start with an outline of your company's core values](#) as described by your leadership team.
- 2 [Explain what makes you special.](#) Show the ways that you foster your culture in your organization. For example, can you highlight your casual dress code, flex hours, community involvement activities, or a dedication to work/life balance?
- 3 [Do some research within your company.](#) Controlled focus groups with your high performers can provide valuable insight as to how to attract the best employee.
- 4 [Perform a competitive analysis or market survey.](#) Find the key drivers in the job market so you can better understand what to highlight in your organization.



Test Your Knowledge

Answer TRUE or FALSE to the following questions on employment branding

TRUE or FALSE

Candidates will seek information about your employment brand from other sources, if you don't make it available.

TRUE or FALSE

Without a developed employment brand, you may experience issues attracting and retaining the type of employees that work best in your environment.

TRUE or FALSE

An effective employment brand illustrates how you foster your company culture.

If you answered "TRUE" to all statements, congratulations! You understand the importance of having an employment brand for your business.

CAUTION

Caution Signs to Watch for When Interviewing

You're interviewing your top job candidates – based on their resume they all seem to be a perfect fit. So how do you decide who is the right person for the job? Knowing what to look for during an interview can expose invaluable truths about candidates that they might not want you to know.

- 1 Limited eye contact** – Strong eye contact can be a good indicator of an honest, confident applicant. Lack of eye contact could be communicating disinterest or something to hide.
- 2 Gaps in work history** – Unexplained gaps in employment can show trouble with a previous employer or a problem with maintaining longevity.
- 3 Complaining about past employers** – Excessively criticizing former employers can show a lack of accountability and a possible overall negative attitude.
- 4 Too much experience** – Although they can appear to be the right fit, a candidate who is overly qualified may feel unchallenged and move on quickly.
- 5 Grandstanding** – A person who incessantly spotlights themselves and their abilities to single-handedly tackle major projects might not be a good team player.
- 6 Failing to ask questions** – A candidate who is not curious about the job details could be unknowledgeable about the position and might not be detail oriented.
- 7 Derogatory language** – People who curse during an interview are showing lack of respect and poor judgment.
- 8 Long-winded** – Candidates who are unorganized or who go off on tangents can be showing signs of disorganization.
- 9 Show and tell** – Applicants should be able to show you examples of their work to go along with their experience. If they can't, they might be exaggerating their history.
- 10 Upfront demands** – Job seekers who come into an interview with a list of requirements could be high-maintenance employees.

A photograph of golfer Jimmy Walker celebrating a victory. He is wearing a dark blue polo shirt with "Burns & Wilcox" and "BELLAGIO LAS VEGAS" logos, and a dark blue cap with the "Insperity" logo. He has a beard and is making a fist with his right hand.

Congratulations

First Time Major Champion

Jimmy Walker

on Your Texas-Sized Success

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