



SMALL BUSINESS
HIRING
GUIDE

2009

careerbuilder®



BETTER HIRING AHEAD

CareerBuilder works with both the world's largest companies and smallest businesses, providing resources for everything from employment to talent acquisition and best-practice trainings. In a nutshell, we work hard to be your total solution for talent.

It is important to start thinking about your hiring in terms of a talent life cycle. You must dedicate resources, time and care to all phases of employment, from brand establishment and candidate attraction to onboarding and employee succession. Our goal is for this guide to serve as a benchmark for your talent strategy. By executing your unique Talent Supply Chain plan, you will be on your way to not only finding better candidates, but also vastly improving upon your internal company brand, culture, and employee satisfaction.

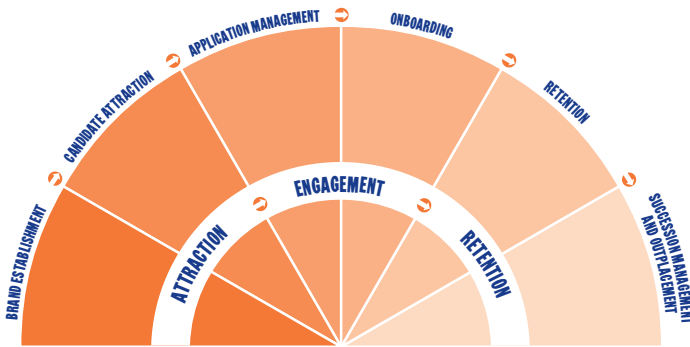
Hello! We hope you enjoy this complimentary copy of **The Hiring Guide**, a definitive how-to-hire guide compiled by CareerBuilder's team of small business experts. **The Hiring Guide** is stocked with the latest hiring tips and advice – and designed to equip you with the necessary information needed to make the smartest hiring decisions and hire the best people onto your team.

You may know CareerBuilder as the nation's largest job board, yet we have evolved to be so much more. We offer solutions to help employers through every step of the talent life cycle, from brand establishment to succession management – and all the steps in between. As the global leader in human capital solutions, with direct, real-time access to 25 percent of the U.S. work force, we know what makes employees and companies like yours tick.

CareerBuilder understands that recruiting is never a one-size-fits-all solution. Your business is unique, and our team of experts is trained to guide you to the best solution for your specific needs, understanding how factors like your industry, company size, and means of technology affect the hiring process.

Below is a diagram representing the six steps in our Talent Supply Chain of candidate attraction, engagement and retention. The Hiring Guide explores each of these steps in detail:

- Brand Establishment
- Candidate Attraction
- Applicant Management
- Onboarding
- Retention
- Succession Management



Learning everything from ways to attract the best job candidates to how to create an effective plan for your employees' success will enable you to improve and fine-tune your current process. Use **The Hiring Guide** to ensure that both you and your employees stay on track through all phases of the talent life cycle.

Welcome to a new way to hire.

Sincerely,

Jason Ferrara
Vice President of Corporate Marketing
Jason.Ferrara@careerbuilder.com

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*For more information, go to page 14.

ATTRACTION

Attracting the highest quality of employees is the first and most important step in creating a successful organization. The people you hire can make or break your company, so it is vital that you are attracting employees who fit within your company culture and are dedicated to helping your company thrive.

BRAND ESTABLISHMENT

Employment Branding is the process of placing an image of being a “great place to work” in the minds of your employees. Once you have established your brand in the minds of your own workers, it becomes easier to attract better-matched candidates for your company.

“Whether you realize it or not, every firm has two brands: a product brand and an employment brand. And, of the two brands, quite often the stronger one of the two is the product brand. Rather than bemoaning that fact, the key lesson to be learned by recruiting managers is that if you can successfully piggyback on potential applicants' current knowledge and trust in your product brand, you can, in turn, dramatically bolster your employment brand and your recruitment results.”

Dr. John Sullivan, “Leveraging Your Product Branding to Improve Recruiting,” ERE.net

AS THE JOB MARKET BECOMES INCREASINGLY COMPETITIVE and employers fight to get in front of job seekers through new mediums like Facebook, Brightfuse and Twitter, it is vital for small and medium businesses to brand themselves as a great place to work. Below are five great tips to build your employment brand during a recession and pique job seekers' interest in your business:

- 1. Don't neglect your brand!** Your brand is one of your greatest assets during a down economy. By neglecting your brand, you risk exposing the business at a time when recovery is much more costly and much less certain of success. By maintaining a strong brand, you stay in front of job seekers where they work and play – and when they are looking for a job, they will think of you first.

- 2. Use your brand to answer candidate questions.** Factors important to candidates in evaluating a potential employer include company culture, stability and longevity in the market, company reputation, career advancement opportunities, and flexible scheduling options. Developing a strong brand and utilizing tools such as BrandBuilder enables you to answer many of these questions for candidates before they even apply.
- 3. Working with a smaller marketing budget?** It's about time you got your wake-up call to be more business-savvy and bottom-line focused. Use this time to fix the fundamentals and go back to the basics of what makes your company great. This will require some adjustments in thinking, but will benefit your company in the long run.
- 4. Cut the bull.** Clarify which marketing activities your employees should focus on to drive the most revenue, and assess all marketing activities for return on investment. All other initiatives should be put aside until there is enough time available to focus on them.
- 5. Sharpen your vision.** If you clearly position your brand, you will have a much better chance of shining through the clutter of all the other brands out there. Make sure you are meeting the needs of your candidates and employees but still being true to your corporate vision and mission.

CAREERBUILDER SOLUTIONS:

- **Build your Brand on CareerBuilder**

- BrandBuilder allows you to create a series of Web pages within CareerBuilder that provide job seekers with a comprehensive view of your organization and culture in an easy-to-view format. BrandBuilder is the first and most important tool you can utilize to begin to build a better brand online. Catch job seekers' attention by giving them one place to view all of your open jobs and learn about your company.

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Job Snapshot

Location	Elmhurst, IL 60120
Employee Type	Full-Time Employee
Industry	Advertising, Sales - Marketing, Retail
Manages Others	Yes
Job Title	Entry Level Marketing Management
Education	High School
Experience	Not Specified
Posted	3/15/2009
Contact Information	Ref ID: 311
Description	ADVERTISING / MARKETING / RETAIL / SALES / PUBLIC RELATIONS

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Top Locations:

- Waukegan, IL (20)
- Northbrook, IL (15)
- Deer Park, IL (11)
- Comstock, IL (9)
- Northbrook, IL (8)

Top Job Categories:

- Restaurant - Food Service, Jobs (13)
- Management Jobs (7)
- Healthcare - Other Jobs (6)

When we opened the first Friendly's in Green Grove in Springfield, Massachusetts in 1970, we created a place where family, friends and neighbors could enjoy delicious food and fun games, movies, services and memorable times.

The commitment is still part of everything we do. It's why we are proud to not just employ, but to train, mentor and our customers, mortgage with employees. Each area offers our carefully chosen and unique ingredients for something all our made-to-order members, from our franchisees to our Singles and Superdads® franchisees and why we offer a 100% satisfaction guarantee.

Most of all we're proud that Friendly's has been at the head of so many exciting movements, and we're excited to be meeting more requirements for our guests every day.

CANDIDATE ATTRACTION

It is important to find candidates who fit your company culture and help your business grow. "A very strong candidate is on the market for two weeks, then off the market again for two years," says Elizabeth Schillo, sales director of Personified, a business intelligence consulting firm.

Job seekers make decisions based on five steps: **awareness, interest, motivation, demand** and, ultimately, **action**. The more exposure candidates have to your brand and targeted message, the more likely they are to recall your opportunity, effectively moving from the awareness stage to the interest stage. Once in this step, it simply takes an experience at work or a discussion at home to move them to the motivation stage. After further exposure to your message, demand should set in and motivate them to take action. This "action" translates to applying to your opportunity.

JOB SEEKER APPLICATION STEPS:

1. **Awareness** - Represents the candidate's exposure to your brand. The more significant the exposure, the more likely a candidate is to respond to your targeted message. Get your company name out there as often and in as many ways as possible. Using social media is an easy and cost effective way to promote your company, and job seekers frequently use these tools in both their professional and personal lives.
2. **Interest** - A candidate recognizes you and wants to know more.
3. **Desire** - A candidate wants to apply for your position. He or she is interested in your company and has found it to be a good fit.
4. **Action** - A candidate applies to your open position.

FOUR TIPS TO ATTRACT A CANDIDATE:

1. **Know your audience** (Get stats on your ideal candidates with a Talent Demographic Report)
2. **Utilize social media** (Create a free BrightFuse profile or start a Facebook page)
3. **Targeted messaging** (Reach your ideal candidates through Targeted E-mail Campaigns)
4. **Understand the recruitment process through a job seeker's eyes** (Try Applicant Experience)



CAREERBUILDER SOLUTIONS:

TARGETED E-MAILS

- **Send e-mails to job seekers**

- Push your message to targeted candidates who may not have seen your job while searching CareerBuilder. Target by job category, geography or keywords and double or triple the effectiveness of your job posting by driving more applicant flow. Even better, utilize our reporting tools to track your success.

APPLICATION EXPERIENCES

- **Understand job seekers' application experiences**

- What are job seekers thinking as they go through the application process? What external situations affect the way they look for a job?

Our **Applicant Experience** consulting service provides insight on the demographic and psychographic elements that surround your potential next employee's career motivations and actions. Armed with this insight about the people applying to your open positions, you can more clearly understand candidate perceptions of your recruitment process and take proactive steps to improve the job seeker experience.

- **Additional Benefits:**

1. Understand what your target talent thinks of your application process and post-application interactions (or lack thereof)
2. Uncover whether your job posting has enough information for job seekers
3. Determine the percentage of potential applicants starting but not finishing your application and learn why they did not complete the process
4. Ascertain your recruitment process's impact on your employment brand
5. More clearly define your talent by demographics
6. Better understand your recruiter interactions with candidates
7. Improve the return on your Internet spend
8. Learn whether the speed with which you are contacting applicants is sufficient

ENGAGEMENT



A candidate becomes engaged with your organization as soon as he or she is aware of your organization's opportunity and motivated to apply. You, in turn, owe it to a candidate to communicate that his or her application was received, that he or she is being considered for the position (or not), and the timeline for the application process. Keeping your candidates connected throughout the application process sets the tone of what to expect if and when they become a part of your team.

APPLICANT MANAGEMENT

Questions are the key of any interview.

While that may be an obvious statement, what isn't quite so obvious is deciding the best particular questions to ask.

The most effective questions are those that require candidates to think quickly on their feet, give transparency to character traits, and indicate how well they will perform on the job. As the hiring market has been flooded with a bevy of talent, the interview is especially important. You must carefully examine each individual to narrow things down and find the best and brightest person to hire onto your team.

TOP 10 INTERVIEW QUESTIONS:

1. What circumstances bring you here today?
2. What would you say are your two greatest weaknesses and how do you work at overcoming them?
3. How do you alleviate stress?
4. How do you typically deal with conflict?
5. What are three goals you've achieved this past year?
6. What was a major obstacle you overcame in the past year?
7. How do you raise the bar for yourself and others around you?
8. Tell me about two memorable projects: one success and one failure. To what do you attribute the different outcomes?
9. What are the first five things you would do if you got this position?
10. What risks did you take in your last position?



CAREERBUILDER SOLUTIONS:

NARROW DOWN YOUR LIST OF CANDIDATES

- Use CareerBuilder's free tools like Screeners and Applicant Explorer to focus on your priority candidates.
 - **Screeners:** Screeners enable you to create a personalized questionnaire for job seekers to fill out as part of the application process. You see every applicant's scores after they apply to your job, as well as a breakdown of applicants' answers in your "My Applications" section.
 - **Applicant Explorer:** Get a comprehensive collection of a candidate's Web footprint from within CareerBuilder's Resume Database. This free feature gives you access to relevant information about the candidate you're courting, generated from a variety of sources: networking sites, blogs, forums, and more.
- Let someone else help acquire the best talent for your company.
 - CareerBuilder's **Recruitment Process Outsourcing** allows you to focus on core business matters while letting our recruitment experts focus on your hiring goals.

ONBOARDING

The **onboarding process** is just as critical as the hiring process. The onboarding process should provide new hires with the knowledge, tools, and contacts they need to succeed in their new roles. It is also about making a new employee feel comfortable, safe and welcome in his or her new environment.

HOW TO IMPROVE YOUR ONBOARDING PROCESS

If you have an employee who isn't fitting in with his or her co-workers, take some time to assess the situation, and consider implementing the following:

- **Initiate group activities everyone can get involved in.** Organize a lunch outing, creative brainstorming session, or other fun activity so your new team member can feel a part of the group.
- **Ask team leaders to step up and make new employees feel welcome.** Encourage employees to set up "lunch dates" with three others they don't know very well and to follow up on their experiences.
- **Consider a mentor program.** Pair a new employee and veteran employee together so the latest member of your team can learn the ins and outs of the company.
- **Take on the responsibility of getting to know your employees.** Find out their strengths and weaknesses. If you work on building a positive and trusting working relationship with them, in time, they will feel more confident talking to you about what they want in a workplace environment.

CAREERBUILDER SOLUTIONS:

- **Continually develop your employees' education with CareerBuilder Institute**
 - The courses are designed and created by leading industry specialists, and content is gathered from years of research in areas such as computers, business, management and leadership skills, sales and language training, and licensing and certifications.
- **Analyze your current talent**
 - Evaluate your complete talent base to identify skill gaps for talent alignment, development and succession planning with **Workforce Analysis**.



RETENTION

SUSTAINING YOUR WORK FORCE

Long-term employee retention is a product of the culture of the organization as well as the extent to which the organization lives up to its employment brand. If turnover becomes an issue, a company may need to take a step back and assess the culture with the help of a non-biased third party. It is important that the outcome of this assessment aligns with the company's external communication of its brand or culture during the recruitment phase.

TIPS TO BUILD EMPLOYEE MORALE:

1. **Join a sports league in your community.** Start up company-sponsored softball, volleyball and football leagues in which any employee can join and play for free.
2. **Team gathering for charity.** Host company events in which employees sign up for a specific dish depending on the themed occasion and everyone pays a minimal fee to get in and try all of the food. Donate the proceeds to charity.
3. **Educational outing.** Host an educational wine and cheese pairing class in house or engage in an interactive cooking class offsite.
4. **House building... and team building.** A combined department volunteering event like Habitat for Humanity keeps things fun and interactive while giving back to the community.
5. **Experience culture.** Art exhibits or other cultural activities can be great ways to gain new perspectives and spark creative ideas to bring back to the workplace and thread into company projects.
6. **Reward your team.** Take the team to dinner after they've reached their quarterly goals, had a solid, hard-working week, or simply displayed a bit of extra effort.
7. **Adventure outdoors.** How about a daytime venture out to an amusement park, or a nighttime jaunt to a sports event such as a baseball game?



CAREERBUILDER SOLUTIONS:

- **Track your employees' job history and future**
 - Talent Track: Understand which companies your employees are coming from and which competitors are threats to your target talent with Talent Track. Gather key indicators about which candidates will flourish at your company.

SUCCESSION MANAGEMENT

Ensuring leadership continuity and building talent from within is mandatory for organizations to gain – and maintain – a competitive edge. One of the best practices in succession planning is to simply have a plan. Some plans are manual, while others may require an investment in database tools. Regardless of the stage in which your organization falls, make sure you have a clearly defined track for developing leaders from within.

FIVE REASONS TO DEVELOP YOUR LEADERS

- 1. Increase Profitability.** Without the right leadership training, long-term performance and inefficiency will plague organizations – costing considerable profits. Because leadership skills can be developed, it is important to lift the lid by training your leaders with long-term goals in mind. This effort will increase success and profitability without bumping into the ceiling.
- 2. Focus.** Having a competent leader means having someone who will cast vision for your organization, then communicate that vision in ways that can propel even unmotivated employees toward success.
- 3. The Gut Feeling.** Identifying potential leaders early and strategically developing their leadership skills while leveraging their pattern recognition will translate into sound direction for your company. The wisdom they develop will also allow them to recognize other potential leaders and set up those employees for long-term success.
- 4. Loyalty and Retention.** When you work to develop your leaders, you are making an investment. If an individual is made to feel like a valuable commodity being groomed for something bigger and better, chances are they will stick around. Turnover is expensive and can be greatly reduced with investments in leadership development.
- 5. Team Morale and Effectiveness.** Although many internal and external factors can influence morale, the greatest impact comes from the top. The majority of managers sincerely desire to lead a team with strong morale, amazing productivity and recognizable effectiveness, and this comes through in the way they lead those around them.



CAREERBUILDER SOLUTIONS:

Advance your leadership's knowledge

- CB Institute also provides courses in:
 - **Language development:** Advance your career with new language skills! Our language learning programs will ramp up your skills, enabling better communication with customers, co-workers, and business partners.
 - **Managing Customer Service:** Nervous about Service? Use our customer service formula for success to advance your career!
 - **Time Management:** Stop wasting time! Learn to get it done yesterday with our online course Time Management.
 - **Marketing Fundamentals:** Learn the essentials of strategic marketing as defined by the leading experts in the field.
 - **Many more.**

RECOMMENDED BOOKS FOR LEADERSHIP TRAINING:

Good to Great: Why Some Companies Make the Leap... and Others Don't by Jim Collins.
This book asks, Can a good company become great and if so, how?

Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath
This book asks, What makes ideas unforgettable – or in other words, what makes them stick?

The Tipping Point: How Little Things Can Make a Big Difference by Malcolm Gladwell.
This book investigates the theory that ideas, products, messages and behaviors spread just like viruses do.



ABOUT CAREERBUILDER

CareerBuilder is the global leader in human capital solutions, helping companies target and attract their most important asset – their people. Its online career site, CareerBuilder.com, is the largest in the U.S. with more than 23 million unique visitors, 1 million jobs and 31 million resumes. CareerBuilder works with the world's top employers, providing resources for everything from employment branding and data analysis to talent acquisition. More than 9,000 Web sites, including 140 newspapers and broadband portals such as MSN and AOL, feature CareerBuilder's proprietary job search technology on their career sites. Owned by Gannett Co., Inc. (NYSE:GCI), Tribune Company, The McClatchy Company (NYSE:MNI) and Microsoft Corp. (Nasdaq: MSFT), CareerBuilder and its subsidiaries operate in the U.S., Europe, Canada and Asia.

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