

SMALL BUSINESS

seeks

BIG TALENT

CAREERBUILDER'S SMALL BUSINESS HIRING GUIDE



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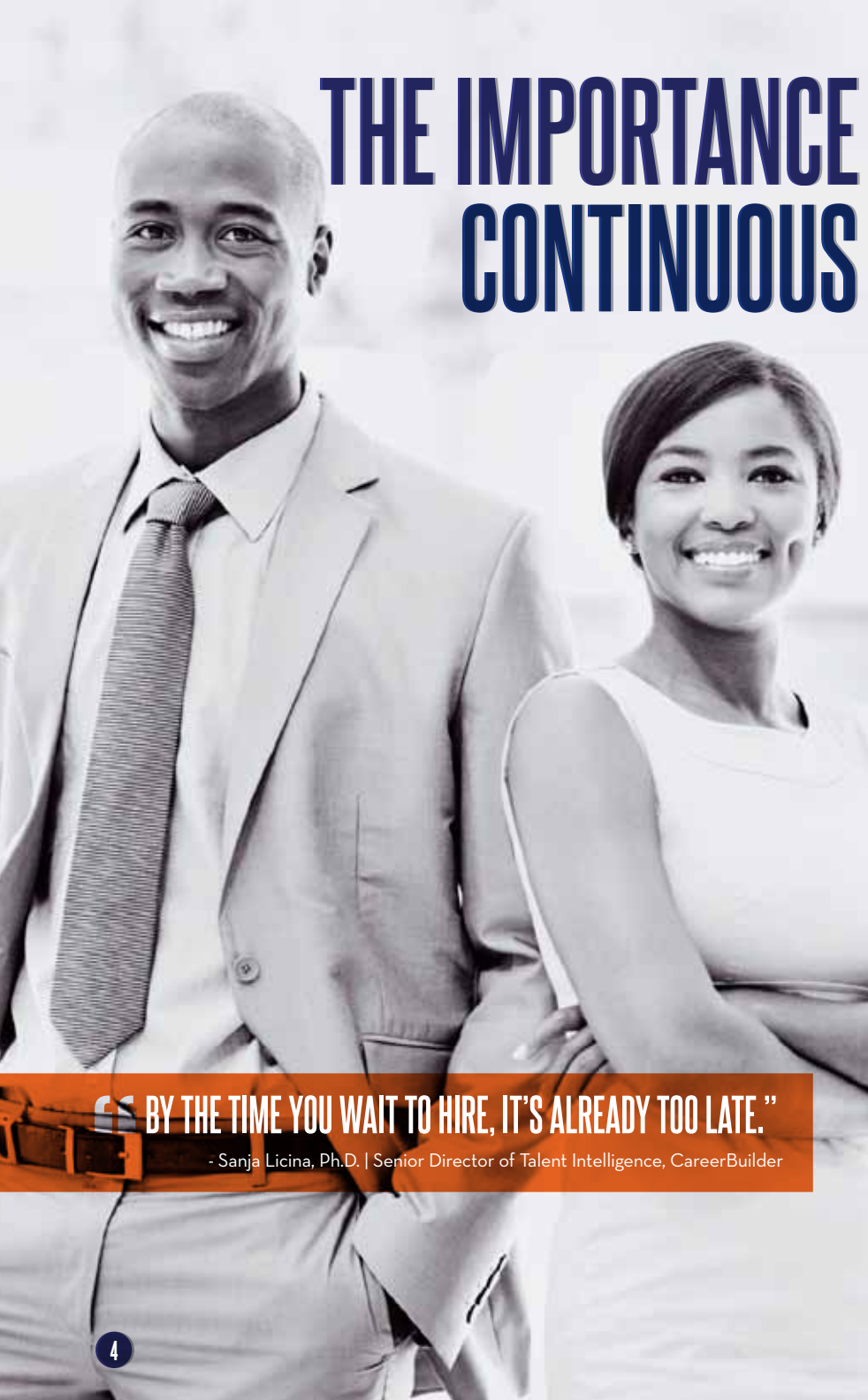
USING THIS BOOK

Mark Twain was wrong. There are three certainties in life: death, taxes, and the reality that, no matter the size, industry or location, your company's success depends on the quality of your employees.

Whether you want to build your reputation as a top company to work for, bring in a better quality of applicants, or simply create a more time- and cost-efficient hiring process, this book is for you, the small business owner.

Let *Small Business Seeks Big Talent* be your guide to attracting and retaining your company's number one asset, your employees.

THE IMPORTANCE OF CONTINUOUS RECRUITING



“BY THE TIME YOU WAIT TO HIRE, IT’S ALREADY TOO LATE.”

- Sanja Licina, Ph.D. | Senior Director of Talent Intelligence, CareerBuilder

How often has an immediate and frantic need to hire led to a regrettable hiring mistake? How much money goes down the drain in lost productivity when hard-to-fill positions remain open? While you may not be concerned about the possibility of hiring right this moment, the reality is that sometimes, for any number of reasons, the need to hire arises with no warning – and no prospects in sight. What would you do if your top employee walked out today? Historically, when small businesses had hiring needs, they would put an ad in the local newspaper, post a job on the Internet, visit a career fair or ask for employee referrals, then simply wait for the candidates to flow in. This reactive approach is no longer sufficient.

SMALL BUSINESSES ESPECIALLY NEED A NEW, MORE PROACTIVE APPROACH: CONTINUOUS RECRUITMENT.

Continuous recruiting assures small businesses that whenever they’re ready to hire – be it a month, six months or even a year down the road – they’re hiring the right people with the right skills and the right attitude.

“By the time you wait to hire, it’s already too late,” says Sanja Licina, CareerBuilder’s senior director of talent intelligence. Companies that wait until there’s an open position to start the hiring process must deal with the consequences of costs associated with time-to-hire and

lost productivity – and small businesses especially can’t afford those losses.

A 2012 PNC SURVEY FOUND THAT 45 PERCENT OF SMALL- AND MEDIUM-SIZED BUSINESSES SAY THEIR LABOR REQUIREMENTS ARE HIGHER THAN IN THE RECENT PAST.

Building a talent pipeline through continuous recruiting, however, can help combat a potential labor shortage, that would otherwise leave jobs unfilled, cripple production capabilities and slow down much-needed revenue.

In addition to saving you time and money, continuous recruiting enables you to better compete with larger employers for top talent. Think about it: If you’ve made the effort to stay front-of-mind with job seekers, who do you think they’ll turn to first when they decide to apply? Not the larger employers who rely on their brand alone to draw in applicants. Today’s in-demand candidates want to be treated as such, so keeping in touch with candidates is crucial to winning them over, staying top-of-mind with them and selling them on the benefits of working for your small business.

Keep in mind, too, that continuous recruiting also refers to your current employees. Research shows that employees tend to leave organizations following times of economic or organizational change, and employers are already seeing signs of this phenomenon today: **A RECENT CAREERBUILDER SURVEY SHOWED THAT 40 PERCENT OF EMPLOYERS WORRY ABOUT LOSING WORKERS AS THE ECONOMY IMPROVES.**

The efforts you as a small business make now to engage your current employees will not only help you retain them as the job market opens up, but also compel them to recommend you as an employer of choice to prospective employees.

IN A NUTSHELL:

THREE MAJOR BENEFITS OF CONTINUOUS RECRUITING

SAVE TIME AND MONEY ASSOCIATED WITH HIRING. In a recent CareerBuilder survey, 72 percent of employers who recruit year-round say it reduces their time-to-hire, with 41 percent stating it has shaved off at least three weeks on average. Another 41 percent of employers who continuously recruit say it lowered their cost-per-hire, with 22 percent citing a savings of \$1,000 or more per hire.

72% OF EMPLOYERS who recruit year-round say it reduces their time-to-hire



41% OF EMPLOYERS who continuously recruit say it lowered their cost-per-hire,



41% OF EMPLOYERS state it has shaved off at least three weeks on average



22% OF EMPLOYERS cited a savings of \$1,000 or more per hire



COMPETE WITH LARGER EMPLOYERS FOR TOP TALENT. Staying front-of-mind with top candidates is key to staying competitive – regardless of the size of your company. Connect with candidates at every opportunity to stay on their radar and sell them on the benefits of working for your company. That way, by the time they’re ready to apply, they’ll come to you first.

GENERATE MORE EMPLOYEE REFERRALS. As the number one source of external hires, according to a 2012 CareerXRoads survey, employee referrals cut down significantly on costs associated with recruiting and hiring mistakes. Don’t forget about engaging your current employees, too. They might just be one of your best assets when it comes to recruiting new ones.



APPLYING THE METHODS OF CONTINUOUS RECRUITING

WE'VE JUST DISCUSSED THE VIRTUES OF CONTINUOUS RECRUITING. NOW COMES THE APPLICATION PROCESS.

Fortunately, small businesses today have more opportunities than ever to connect with and engage candidates. In addition to using job boards and employee referral systems, social media and mobile technologies provide a (surprisingly cost-effective) way for companies to connect with job seekers in real time. These technologies have leveled the playing field for small businesses who want to get their name out in front of job seekers and engage with them the way larger businesses do. Companies of any size can create a Facebook page or Twitter account, enabling them to have real-time open conversations with job seekers. They can also post recruitment videos on YouTube or discuss company culture on their company blogs, in addition to other opportunities for social media engagement.

And with more job seekers using their mobile devices to search for jobs, small businesses can take advantage of text alerts to notify job seekers of new opportunities or upcoming job fairs. Again, these are just a few of the avenues through which small businesses can keep job seekers engaged and interested in their companies.

While there are many ways by which you can go about engaging candidates, stick to

the ones that enable you to connect with employees on a regular basis. (For example, do not set up a Facebook page for your company for the sake of being on Facebook. If you do not have the time to engage with job seekers on it, it will not only be a wasted effort, but it could also turn many candidates off for good.) Whatever method you use to connect with job seekers, the engagement factor must always be there.

IN ADDITION TO USING JOB BOARDS AND EMPLOYEE REFERRAL SYSTEMS, SOCIAL MEDIA AND MOBILE TECHNOLOGIES PROVIDE A (SURPRISINGLY COST-EFFECTIVE) WAY FOR COMPANIES TO CONNECT WITH JOB SEEKERS IN REAL-TIME.

Yes, continuous recruitment is an investment of your time and effort. Consider how much time, money and frustration you will save if you already have a pool of qualified, relevant and interested applicants on hand once a hiring need does open up. Additionally, you will end up with a better quality of people, turning out a better quality of product and service. Simply put, the effort you put in now to recruit for the future is one of the best investments your company will ever make.

GETTING THE RIGHT TALENT AT THE RIGHT PRICE

WHAT'S A STAR PERFORMER WORTH – AND WHY SHOULD YOU CARE?

Well, as it turns out, compensation can be the single largest expense for small businesses; however, many small businesses don't have a real strategy around their compensation. Have you thought about the factors influencing your compensation? How much is a great new hire "worth"? How about your company's best employees?

HAVING THE MOST ACCURATE, FRESH, AND COMPLETE COMPENSATION INFORMATION ENABLES YOUR COMPANY TO:

- Optimize your salary budget
- Attract and retain the best people at the right price
- Keep up with the latest compensation trends
- Manage compensation during times of change
- Reduce turnover

It's smart to start thinking about the factors important to you in determining compensation – compensation is not only a big expense to businesses of all sizes, but

it is also crucial in attracting and retaining your best employees. If your company doesn't know the right compensation for a particular position, how can you compete for an employee? In addition, if employees find out that your company doesn't realize its true worth, they're not going to stick around for long.

As a small business, it's important to stay on top of compensation trends. While you might not always be able to match larger companies in terms of salary, you can compensate employees in other ways. For example, employees might find the ability to take on more interesting projects, work flexible schedules or have more autonomy equally as important as a paycheck. Employees today want work that's meaningful and to be recognized for their efforts. If you can offer compensation benefits beyond just a paycheck, you can compete with any organization for top talent.





SEVEN HABITS OF HIGHLY EFFECTIVE JOB POSTINGS

It's official: job boards are second only to employee referrals as the top resource for job seekers. According to a 2012 Career Xroads study, 20.1 percent of companies' external new hires credited job boards with their finding the job posting.

While that's good news for recruiters and hiring managers who are posting jobs on the more highly trafficked job boards, this isn't necessarily an "if you build it, they will come" situation. The sad truth is, some job postings just perform better than others, and it doesn't always have to do with the job itself. Job advertisements are just that: advertisements designed for the sole purpose of capturing the attention and interest of the job seeker.

Keeping that in mind, here are a few things – must haves, if you will – to make your job postings stand out and bring in more applicants.

1. SPECIFIC JOB TITLES.

Unless you're hiring someone for your Bon Jovi cover band, do not advertise for a "rock star". In fact, there's nothing "rock star" about putting the term "rock star" in your job posting title. Not only is the term cliché, but you'd be hard pressed to find any job seeker who would actually use the term "rock star" to search for a job. The same applies for "rainmaker" or "visionary". In fact, if you want to be seen by more job seekers and come up in search results, the more you need to think like a job seeker and include terms for which they would be searching.

2. A 'MUST HAVES' CATEGORY.

According to a recent CareerBuilder study, two out of three job seekers have applied to a job for which they aren't fully qualified – and if your job posting reads like a page out of the phone book, it's no

wonder. Short on time and attention, job seekers are likely only skimming your ad for key words while ignoring other essential information. Make sure job seekers know what the deal-breakers are by creating a short, three- to five-item list of "must-have" qualifications (such as years of experience, educational degree, etc.) that stand out and help job seekers assess if they're truly qualified for the job.

3. BULLETS.

Utilize bullets wherever possible to list things like required skills, the roles of the job, and company benefits. Don't go overboard, however. A long list of bullets is just as ineffective and daze-inducing as a continuous block of text.

4. COMPENSATION AND BENEFITS.

According to a recent CareerBuilder survey, 24 percent of job seekers said failure to include a salary range was a major source of aggravation. At the very least, let the job seeker know that you understand pay is a vital piece of information by having a benefit statement such as: "Great pay—higher than industry average, commensurate upon experience, bonuses paid each quarter, opportunities for additional commissions."

5. GRAPHICS.

Wherever possible, include company logos or slogans in the job posting, which can increase applications by 13 to 21 percent, as well as links to any recruitment videos you might have. According to CareerBuilder internal data, job postings with video icons are viewed 12 percent more than postings without video. On average, CareerBuilder customers receive a 34 percent greater application rate when

they add video to their job postings.

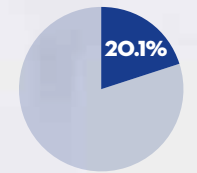
6. KEYWORDS.

The more keywords your job posting contains that are relevant to the position – and that job seekers might use to search for jobs – the easier it is for search engines to find it, and the higher it will appear in organic search results. Look at your job posting and consider where you can substitute key words that a job seeker might use to search for the position. (Instead of saying, "The person in this position will be required to..." for example, say, "The marketing manager will be required to...") Just don't let the posting get so bogged down with keywords that you lose the message – or all control of normal human language skills.

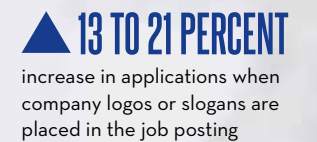
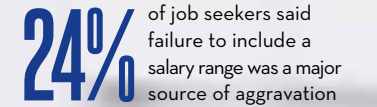
7. AN ANSWER TO THE QUESTION, "WHAT'S IN IT FOR ME?"

When writing your job posting, approach it from the job seeker's perspective. In other words, consider what people stand to gain by coming to work for your small business and talk about that. Don't just talk about the responsibilities the job will require of them – talk about the opportunities the job will afford them. For instance, perhaps your company provides opportunities for workers to pursue their passions and make an impact. Make sure job seekers know that. Whether you choose to communicate that message through employee testimonials, a listing of the best places to work awards you've won, or as the opening statement to your job posting, a truly effective job posting answers the question, "What's in it for me?"

FAST FACTS: JOB POSTINGS



20.1 percent of companies' external new hires credited job boards with their finding the job posting



CareerBuilder customers receive a **34% GREATER** application rate when they add video to their job postings

BEST PRACTICES FOR SCREENING CANDIDATES



DEFINE YOUR KEY CRITERIA/KEEP QUESTIONS SIMPLE/BE AS SPECIFIC AS POSSIBLE/CUSTOMIZE QUESTIONS TO THE JOB/BE CONSISTENT/ESTABLISH A STANDARD METHOD FOR REVIEWING AND SCORING THE QUESTIONS/ACCEPT SCREENING FOR WHAT IT IS

Screening questions, posed to the job seeker at the time of initial application, are used to rank an applicant's qualifications and automatically remove unqualified job seekers from consideration. (Don't confuse them with other forms of screening and assessment tools that typically come later in the hiring process.) When used effectively, screening questions can help hiring managers eliminate or "screen out" candidates who do not meet the minimum job requirements. Use the following tips to increase both the efficiency of the screening process and the quality of the candidate pool.

DEFINE YOUR KEY CRITERIA

Before starting any pre-screening initiative, it is critical to systematically define the key criteria required for candidate success. After all, you can't hire people who have what it takes unless you first define what "it" actually is. Such criteria include minimum qualifications, experience levels, required skills and competency models, among others.

KEEP QUESTIONS SIMPLE

Ask as few questions as possible. The more hoops a candidate must jump through to apply, the less likely they are to complete the application process. If you've defined your key criteria, you can hone in on these non-negotiables for your screening questions, and save the questions about soft skills, motivation and attitude for the interview.

BE AS SPECIFIC AS POSSIBLE

Candidates are more likely to stretch the truth when answering questions from a computer than in person.

Specific screening questions make it more difficult for candidates to fib. For example, instead of asking a candidate how competent he or she is with PowerPoint, ask if he or she has ever used PowerPoint to complete an assignment. By asking a very specific question, you are able to more accurately assess the candidate's ability to meet requirements for the job.

CUSTOMIZE QUESTIONS TO THE JOB

Because every candidate and every position is unique, it is important to tailor the pre-screening questions to each position. For example, if you are hiring a truck driver, the most important question might be, "Do you have a valid and clean CDL license?" The same organization hiring for an accountant is going to want to remove this question and replace it with, "Do you have your CPA?"

WHEN USED EFFECTIVELY, SCREENING QUESTIONS CAN HELP HIRING MANAGERS ELIMINATE OR "SCREEN OUT" CANDIDATES WHO DO NOT MEET THE MINIMUM JOB REQUIREMENTS.

BE CONSISTENT

It should go without saying that pre-screening questions be legal and non-discriminatory. The best way to ensure legal defensibility to make sure every

question you ask is pertinent to the job for which the candidate is applying and doesn't leave applicants wondering, "Why are they asking me this?" When in doubt, consult a lawyer or visit SHRM.org for the most current information regarding updates to ADA, FMLA, Drug Free Workplace Act, EEO and Affirmative Action regulations.

ESTABLISH A STANDARD METHOD FOR REVIEWING AND SCORING THE QUESTIONS

A standardized scoring and review process has two main advantages: It provides hiring managers with a way to view the results of the pre-screening process, which provides a solid foundation for making effective decisions, and it provides documentation for the pre-screening process. Documentation is important because it can later provide insight into the effectiveness of your process.

ACCEPT SCREENING FOR WHAT IT IS

Screening does have limitations and, like anything else in the hiring process, is not a perfect tool. Look at screening as a method for removing the bottom half of the applicant pool, not sorting the top half. Prescreening is most effective as part of a strategic process that includes behavioral assessments and interviews designed to "screen in" applicants who pass through the first gates in the hiring process.

INTERVIEWS:

DO THIS, NOT THAT.

LOOK BEYOND INTERVIEW SKILLS/ GATHER INFORMATION DURING THE INTERVIEW/ASK ABOUT PAST BEHAVIOR/GET THE INFORMATION YOU NEED UP FRONT/CONSIDER EXPERIENCE AND TECHNICAL SKILLS/ASK THE SAME QUESTIONS OF EVERY CANDIDATE

MISTAKE A GOOD INTERVIEWER FOR A GOOD CANDIDATE/EVALUATE INFORMATION DURING THE INTERVIEW/ASK ABOUT POTENTIAL BEHAVIOR/ GIVE THE MILK AWAY FOR FREE/CONSIDER ONLY EXPERIENCE AND TECHNICAL SKILLS/APPLY THE ABOVE RULE TO FOLLOW-UP QUESTIONS

DO THIS:

Look beyond interview skills.

NOT THAT:

Mistake a good interviewer for a good candidate. Today's job seekers are more sophisticated than they used to be: They know what interviewers want to hear. Just because a person is good at telling an interviewer what he or she wants to hear doesn't necessarily make them right for the job in question.

DO THIS:

Gather information during the interview.

NOT THAT:

Evaluate information during the interview. The old adage "Hindsight is 20/20" applies here. Use the interview process as a time to gather information about your subject. Wait until after the interview to assess your candidate, when you have more clarity of mind and can be more objective.

DO THIS:

Ask about past behavior.

NOT THAT:

Ask about potential behavior. Asking about specific past behavior will give you the most accurate predictor of future behaviors - and the more recent, the better. A question that begins with "Tell me about a time when..." for example, is much more predictive than, "What would you do if..." which tends to lead candidates to say what they think you want to hear, rather than give a real-life example that provides insight into their skills, personality and work ethic.

DO THIS:

Get the information you need up front.

NOT THAT:

Give the milk away for free. Ask the questions first, then talk about the job and the company. Start by coaching candidates through the interview process, explaining the format and communicating that there will be time for questions at the end. But don't lead them by talking up front about the job and the organization, which enables them to give you the answers they know you want to hear. Remember, what you say and when you say it matter.

DO THIS:

Consider experience and technical skills.

NOT THAT:

Consider ONLY experience and technical skills. While experience and technical skills are important, cultural fit is just as crucial. When interviewing candidates, consider which skills are needed to round out the team, which skills will work best with the manager, and which skills will work best for your organization's customers. Also, be sure to consider the skills you're willing to train them on, so you don't waste time asking about those. In short: Hire for cultural fit as well as skills and competencies.

DO THIS:

Ask the same questions of every candidate.

NOT THAT:

Apply the above rule to follow-up questions. If you don't ask the same questions of every candidate, not only are there potential legal ramifications, but it also prevents you from accurately evaluating candidates against each other.

AVOID CLICHÉ

“What’s your greatest weakness? Well, as an interviewer, it starts with asking this question. The strength/weakness question is just one of many that have become somewhat of a cliché. While there may be a certain comfort in relying on the “standard” interview questions, they serve very little purpose anymore. Job seekers today are so used to hearing them, they often already know what hiring managers want to hear and have stock answers to these questions, making it harder for interviewers to properly assess them. The solution? Get the information you want – and a fresh perspective – by taking a new twist on an old standard.

CLICHÉ: “Tell me about yourself.” Time is short. Why not just get to the point? What do you want to know, anyway? Ask.

NEW TWIST: Think about what you want candidates to tell you about themselves. Their volunteering habits? “You mention your affiliation with Habitat for Humanity. Can you tell me more about that experience?” The project written about in their cover letter that generated \$500,000 in revenue? “What was one critical component in the creation of ABC project that you had responsibility in bringing to fruition?” A candidate’s desire to switch from law to health care? “Can you describe the moment or point in time when you knew you wanted to become a hospital administrator?”

GET THE INFORMATION YOU WANT – AND A FRESH PERSPECTIVE
– BY TAKING A NEW TWIST ON AN OLD STANDARD.

INTERVIEW QUESTIONS

CLICHÉ: “What is your biggest strength/ weakness?” This question begs for fabrication. When it comes to strengths, people tend to answer in terms of how they’d like to see themselves – not necessarily as they are. Alternately, asking for a candidate’s biggest weakness will only result in an answer that’s twisted to make it appear as a strength. Does “I’m a perfectionist” or “I’m sometimes too ambitious for my own good” ring a bell?

NEW TWIST: Ask for a candidate’s strength/weakness, but follow up with, “Can you give me an example of a situation in which you’ve displayed this strength/ weakness? How did it help you with this project?/ What did you learn from this?”

CLICHÉ: “How would your last boss describe you in five words?” This is actually a great question... to ask a candidate’s references. But a candidate can’t objectively speak to how others perceive them.

NEW TWIST: Ask a question that gives the candidate an opportunity to display growth. “If I asked you to describe yourself going into your last job, what would you say? How would that description be different now?”

CLICHÉ: “Describe a situation in which you have overcome a challenge or seen a project to its conclusion.” This question gets the internal eye roll from

prospective employees. Again, it’s vague. You ask candidates to be specific in the achievements they describe on their resume, so why don’t you be more specific as well?

NEW TWIST: What piqued your interest from the accomplishments listed on the candidate’s resume? Try rephrasing this question with, “What are you most proud of from the X campaign, and why?” You could follow up with a question like, “What would you do differently next time to make the campaign more successful?” or “How did this success spark ideas for your next project?” This frames the question in a more positive light, and enables the candidate to talk in-depth about a project or accomplishment he or she is proud of and passionate about.

CLICHÉ: “Where do you see yourself in five years?” Yet another question that begs for fabrication. Candidates barely know what they want for tonight’s dinner, let alone in the next five years... but they DO know what you want to hear.

NEW TWIST: Get a feel for where candidates’ heads are now, while still learning more about what they hope to achieve. “What is the first thing you want to accomplish with this position?” or “What most excites you about this potential job role? How do you see this being different than your previous position?”

THE IMPORTANCE OF



46% OF NEWLY-HIRED EMPLOYEES FAIL WITHIN 18 MONTHS

ONBOARDING

ONBOARDING: WHAT IT IS, WHY IT MATTERS

It's estimated that 46 percent of newly-hired employees fail within 18 months, according to a 2009 study by Leadership IQ. An effective employee onboarding program ensures new hires have the resources and guidance they need to succeed at your organization long-term. In effect, onboarding programs reduce costs associated with turnover and on-the-job mistakes due to lack of training. They also save co-workers and supervisors time training the new employee, thereby increasing production.

"Transitions are periods of opportunity, a chance to start fresh and to make needed changes in an organization. But they are also periods of acute vulnerability, because you lack established working relationships and a detailed understanding of your new role," writes leadership expert Michael Watkins in his acclaimed book *The First 90 Days*.

As Watkins points out – and as talent management experts have long asserted – employee onboarding, the orientation or mainstreaming process of a new position, is a crucial element in both individual and organizational development and establishes a foundation for future success.

ONBOARDING: AN ACTION PLAN

CREATE A WRITTEN PLAN OF EMPLOYEE OBJECTIVES AND RESPONSIBILITIES.

A written plan detailing objectives, strategy and expectations of future results helps diminish any confusion about a new employee's job functions and opens the door to discuss concerns or new opportunities.

HAVE ALL RELEVANT PAPERWORK READY.

Make sure all administrative forms – such as employment, direct deposit, and benefits – are ready to be completed on day one so you don't have to waste time dealing with it later, and so that your employee can start getting these important matters taken care of right away.

INTRODUCE THE NEW HIRE TO THE COMPANY.

Provide staff members with the new employee's résumé and job description and advise them to follow a meeting format that includes sharing a description of their own positions, ways in which their roles interact with that of the new hire, and how they might expect to work together in the future. This is also a good time to assign a mentor or buddy to the new hire as an immediate resource for any questions and key information about organizational culture and goals.

SET UP THE EMPLOYEE'S WORKSTATION.

An empty workstation is to a new employee what an unkempt home is to a houseguest. Before the employee arrives on day one, stock his or her workstation with everything from paper and pens to

keys and, if possible, business cards. Make sure the phone and computer, complete with voicemail and email accounts, are set up. Leave a copy of an organizational chart, staff list, and phone directory on the new hire's desk.

CREATE SOME FUN.

The first day is always tough. Vary the first day's schedule by including less formal gatherings between meetings. Arrange for a group of staff members to treat the new hire to lunch on the first day to provide a little non-meeting relief and levity.

CLARIFY THE COMPANY CULTURE.

Again, to avoid future confusion (or embarrassment), provide the employee with company information, policies – including dress code and late policies – and benefits. If your organization has a new employee handbook, leave that on the desk as well.

THINK BEYOND THE FIRST FEW DAYS.

During the first 90 days, it is crucial that you check in regularly with the new employee – one-on-one, on a weekly or bi-weekly basis. After the first 90 days, request formal feedback on the new hire's performance from his or her supervisor, and be sure to solicit feedback from the employee as well. Take this opportunity to address any issues of concern as well as note any accomplishments so that all parties are confident that the new hire is poised for success in his or her role.



TOP TAKEAWAYS

- 1 Even if you don't have any open positions currently, you should always be on the lookout for ways to attract and engage top talent. Constant recruitment saves time and costs associated with hiring.
- 2 Building a talent pipeline helps you stay front of mind when you find yourself with a need to hire and prevents valuable candidates from slipping through the cracks.
- 3 There are many ways by which you can go about engaging candidates - job boards, employee referral systems, social media and mobile technology are just a few examples. Stick to the ones that work for your company and enable you to connect with employees on a constant basis.
- 4 Staying on top of compensation trends will help ensure you are attracting and retaining the best people at the right price.
- 5 Job advertisements are just that: advertisements designed for the sole purpose of capturing the attention and interest of the job seeker. The more compelling your message, the more applicants you will attract.
- 6 Screening questions can be an effective tool for eliminating or "screening out" candidates who do not meet the minimum job requirements.
- 7 Many of today's "standard" interview questions actually serve very little purpose anymore. Job seekers see these overused questions coming a mile away and already have stock answers ready. In order to get the most honest, accurate responses from job seekers, hiring managers need to rethink the questions they ask - and how they ask them.
- 8 Don't underestimate the power of onboarding. Effective onboarding programs reduce costs associated with turnover and on-the-job mistakes due to lack of training.

ADDITIONAL RESOURCES

Visit WWW.CAREERBUILDER.COM/SMALLBIZGUIDE to download the electronic version of this book and find additional resources and advice for improving your hiring process.



ABOUT CAREERBUILDER

A recruitment industry pioneer, CareerBuilder® has been helping both individuals and small businesses maximize their potential, increase employment and create a stronger economy for nearly two decades. By using our 16 years of research on job market trends and applying market-leading analysis and innovation, we give small businesses the intelligence they need to attract and retain the best talent to move their business forward. For the American worker, we provide access to the most U.S. jobs and the resources necessary to master critical skills for today's working world. We also seek out and foster strategic partnerships and other collaborative ways to decrease the skills gap and fuel economic growth. As the job market shifts, so do the needs of our small businesses and workers—and CareerBuilder will be there every step of the way, empowering employment.



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