Recruitment doesn’t end with a job offer. It begins from the moment your business defines its candidate audience, and continues long after an employee leaves your company. CareerBuilder’s Ultimate Recruitment Guide e-Book is a definitive how-to-hire guide compiled by our team of business experts. It’s stocked with the latest hiring tips and advice – and designed to equip you with the necessary information 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 are now the global leader in human capital solutions, helping companies of all sizes leverage technology and rich data to target, engage and attract current and future employees.

We offer services to help businesses like yours optimize their recruitment process and access the right people, at the right time, with the right message.

As the recruitment landscape changes, we too evolve. Our goal is to serve your full spectrum of recruitment needs both now and in the future.
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THE T-E-A-M PHILOSOPHY

RECRUITING ISN’T A ONE-SIZE-FITS-ALL SOLUTION. YOUR BUSINESS IS UNIQUE. WE KNOW THIS.

That’s why CareerBuilder’s team of experts is trained to guide you to the best solution for your business, understanding how factors like your industry, company size, and means of technology affect your hiring process.

The T-E-A-M philosophy explains recruitment in terms of four steps:

- **TARGET** - Identify Your Audience
- **ENGAGE** - Define Your Message
- **ATTRACT** - Access the Right People
- **MAXIMIZE** - Optimize Your Process

We will help you determine the right steps for your recruitment, right now. As you incorporate the necessary pieces into your recruitment process, you, too, will see how a candidate can become a long-term, successful member of your team, and how you can find the right candidates to take your business to an unprecedented level.


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 32 million resumes. CareerBuilder works with the world’s top employers, providing resources for everything from employment branding and data analysis to talent acquisition. More then 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.
WHAT DOES IT MEAN TO TARGET?
The first step in the T-E-A-M strategy, TARGET, involves the demographics of identifying both your current and ideal audience of candidates.

WHY TARGET?
In order to fill those gaps between whom you are reaching -- and whom you want to reach -- you must first understand the demographics of both your current and ideal pool of candidates.

With the right talent intelligence at your fingertips, you can uncover specific demographic information about your candidates -- and discover whom you’re currently not targeting.

TARGET Q&A:
Ask yourself the following questions:

• What skills and attributes do my ideal future employees have?
• What roles and responsibilities do I need to propel my business to the next level?
• Where can I find candidates with these types of qualifications?
• Who do I compete with for these types of candidates?
• What kind of candidates are my competitors attracting, and how are those candidates different from mine?

Once you identify the gaps in whom you are currently attracting and whom you are missing out on altogether, you can start to use these tools to strategize, fill the gaps, and bring on the employees best-matched to your company’s current and future needs.
**RECRUITMENT BENCHMARKING: WHERE DOES YOUR COMPANY MEASURE UP?**

How do you know if your recruiting process is as effective as it could be —

If you’re not measuring it against anything?

The International Public Management Association for Human Resources defines benchmarking as “a comparison of similar processes across public and private organizations to identify best practices to improve organizational performance.”

You might have a system in place to measure the effectiveness of your recruitment strategy, perhaps by looking at metrics like number of hires and applications. This is an essential step, but if you’re only examining your metrics internally and not benchmarking against the industry, how do you know how you compare to your competitors for talent in terms of recruitment success? Where do you really measure up?

If you’re a staffing or human resource professional, you are accountable for the effectiveness of your organization’s recruitment investment, and recruitment is just like any other business investment — you need to put your dollars where you’ll see the greatest possible return.

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**REAL-LIFE RECRUITMENT SOLUTIONS**

**TRACK YOUR EMPLOYEES’ JOB HISTORY AND FUTURE:**
CareerBuilder’s Talent Track helps you understand which companies your employees are coming from and which competitors are threats to your target talent. Gather key indicators for which candidates will flourish at your company.

**GET THE MOST ACCURATE, FRESH, AND COMPLETE TALENT COMPENSATION DATA AVAILABLE:**
CareerBuilder’s Talent Compensation Portal gives you an in-depth analysis of the most up-to-date pay information (data is updated daily, not annually) for job seekers in the current market broken into several influencers: experience, industry, company size, location, and education.

Gain Access To:
- The ability to segment the data to meet the criteria you are looking for
- Inclusion of emerging job titles
- A “what if” custom search

**GAIN DETAILED DEMOGRAPHIC INFORMATION ABOUT YOUR TALENT:**
The Talent Demographics Report is a detailed demographic report that analyzes survey results about targeted talent values in a role and company. This report also compares how well you attract different demographic pools versus your industry and talent competitors.

**PUT SCIENCE BEHIND YOUR RECRUITMENT PROCESS:**
Save recruitment time and money by gaining the ability to quickly isolate the best places from which to recruit talent with the Talent Supply and Demand Report. Target your investment using talent intelligence that provides you with a map to the people you need. Outmaneuver your competitors using talent analytics on where your target talent is and where the competition for talent is the least.
WHY DO YOU NEED A TALENT COMPENSATION STRATEGY?

What’s a star performer worth — and why should you care? Well, as it turns out, compensation is the single largest expense for companies of all sizes. According to the Bureau of Labor Statistics, U.S. corporations’ total employee compensation expense in 2007 was approximately $7.51 trillion. Staggering, isn’t it? Yet, many companies 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 business 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 compensation is 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 their true worth, they’re not going to stick around for long.
WHAT DOES IT MEAN TO ENGAGE?

The second part of the T-E-A-M philosophy, ENGAGE, involves defining or strengthening your recruitment message, communicating your message out to your employees, and preparing to build external awareness of your message. In this step, you are preparing your business to represent itself through social media sites, professional networking sites, targeted e-mail and video, and your job advertisements.

WHY ENGAGE?

Do your employees love working for your company? Employment branding is becoming a “great place to work” in the minds of your employees – by truly being a great place to work. Investing in your employment brand now and establishing your brand in the minds of your own workers will in turn help you attract better-matched candidates for your company.

Candidates are finding their ideal employers all over the Web, and if you don’t have a strong employment brand – or an employment brand to begin with – how will they know your company is worth considering?

ENGAGE Q&A:

Ask yourself the following questions:

• How do I define my ideal company culture and employment brand?
• How do I define my current company culture and employment brand? Does the reality live up to my ideal definition?
• Do my employees like my company? Do they enjoy coming to work?
• Would my employees talk well about the company to others they meet?
• What can I do to improve my current employment brand?
• How can I improve my job advertisements to target more of my ideal candidates?

Once you have defined your company culture and brand, it’s important to live out that definition in your everyday actions as a business. If you have already defined your employment brand, you must assess what is working and what is not. Is your perception of who you are in line with what candidates and employees think? From there, you can assess what your target talent thinks and take a deeper look at your brand messaging. Making that initial assessment will more easily enable you to find out where you are lacking, and then determine how you will strengthen your employment messaging in language and visual elements.

What message can you own to better attract the candidates you want to bring onto your team? CareerBuilder can help you define or strengthen your employment message so that candidates get to know your company through your presence on social and professional networking sites, targeted e-mail and video, and more.

New technologies like social media are vital in spreading your recruitment message and interacting with today’s tech-savvy candidates. People of all ages are utilizing online professional and social networks to connect with friends, family, and future employers. By connecting with candidates online, you are attracting candidates where they play and spend a significant amount of their free time. Get in front of your target candidates in a trusted online space – and gain a distinct advantage over your competitors.
A Word on Sustaining Your Work Force

Long-term employee retention is a product of the culture of your organization as well as the extent to which your organization lives up to its employment brand. If turnover becomes an issue, your 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 this assessment outcome aligns with the employment message you’re using when recruiting new employees.

“We’ve spent a lot of time and energy over the last couple years to understand our employment brand. The key here is to truly understand the brand – not what HR thinks we are, and not what we want to be, but what our current employees think we are.”

TOM, commenter on The Hiring Site
MAKING THE MOST OF YOUR JOB POSTINGS

Are you fleshing out your job descriptions with information about your company culture, diversity initiatives, benefits, specifics of the job role, and required skills and qualifications? In order to attract the right talent for your open position, you must tap into your unique culture and be specific in the requirements of the role.

“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

REAL-LIFE RECRUITMENT SOLUTIONS:

FIND OUT WHAT YOUR TARGET TALENT REALLY THINKS OF YOUR BRAND:
CareerBuilder’s Brand Validation is a comprehensive employment brand awareness and perception survey. This report enables your company to determine whether target talent knows your brand, how they relate to your brand, and how your brand is differentiated from your talent competitors.

DEVELOP A 360-DEGREE BRAND:
CareerBuilder’s Employment Brand Creation and Concept Development develops your company’s full employment brand, including your unique employment brand proposition, brand opportunity, message map, key messages, supporting points and sample creative. These are all created after doing extensive research on your competition for talent and the perceptions, values and behaviors of your target talent.

FIND OUT WHAT EVERYONE IS SAYING ABOUT YOUR COMPANY ON THE WEB:
CareerBuilder’s Employment Brand Reputation Monitoring aggregates and analyzes what is being said about your company’s employment brand online. We then leverage technologies to scan thousands of blogs, microblogs, message boards, and social media sites to identify and collect all employment-related conversations. Social media analysts then prioritize the sites where the conversations were the most influential to determine the top positive outlets and the most influential negative outlets.

GROW YOUR ONLINE TALENT COMMUNITY:
Social Media Brand Management tracks, monitors, and engages talent on your selected social media sites to help you spark dialogue and foster relationships with your target talent. Promote your employment brand while strengthening employees’ image of your brand. Rather than spend your time with content creation, let us do the day-to-day management while developing a holistic recruitment marketing strategy that integrates with your current recruitment efforts and business goals. In turn, you can focus on your core competencies and running your business.

DID YOU KNOW?

ACCORDING TO A 2010 CAREERBUILDER SURVEY, 48 percent of job seekers said failure to include a salary range was an immediate turnoff.
5 WAYS TO BUILD YOUR EMPLOYMENT BRAND DURING A DOWN ECONOMY

According to a recent CareerBuilder survey, 72 percent of employers who have an employment brand say they are taking measures to strengthen their employment brand today so they are in a competitive position when the economy begins to turn around.

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 your business at a time when recovery is much more costly and uncertain 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 enables you to answer many of these questions before candidates even apply.

3. **Become more bottom-line focused.** Working with a smaller recruitment marketing budget? Use this time to fix the fundamentals and get back to what makes your company great. This may require some adjustments in thinking, but in the long run, it will pay off.

4. **Cut the bull.** Clarify which marketing activities your company 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 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. Make sure you are meeting the needs of your candidates and employees but still being true to your corporate mission and vision.

“We remember that all candidates have the potential to be or may already be customers. We treat all candidates in exactly the same way we treat customers – respect, gratitude and never taking them for granted.”

GORDON, commenter on The Hiring Site
USING SOCIAL MEDIA AS A RECRUITMENT TOOL: OUR TOP TIPS

1. **Set a goal.** Setting a strategy before implementing tactics is critical to any business initiative. Before you dabble in social media, ask yourself what you’re aiming for. Is it branding and awareness, client lead generation, candidate pipelining, candidate or client communication, employee engagement – or something else entirely?

2. **Master one medium.** Many companies believe social media is an all-or-nothing adventure. However, the best approach is to start with one site. Head to your top pick and get comfortable with the interface and its unique features. It takes time and dedication to plan and follow through on posting new materials, developing a user base, and building meaningful relationships.

3. **Manage your online reputation.** Social media is all about word-of-mouth marketing. Post success stories from an employee’s perspective about working with your organization, or discuss an industry-relevant issue with another user in the public space. Highlight your unique knowledge and share useful information with candidates that they will share with others.

4. **Create a user experience.** One of the great aspects of social media is the ability to create an active community. You don’t want one-hit wonders, so strive to start conversations that engage your community and keep them coming back for more.

5. **Listen, learn and engage.** The most important thing you can do on any site is to listen to your audience. Digest the information you hear, and then respond. As you build trust with your community, you will be able to engage talent in candid discussions.

6. **Highlight specific jobs.** Posting all your job openings on social media sites is fine, but it is more effective to focus on specific openings each week or even each month and provide talent unique information about your company and the job in question. Targeted information will help you attract targeted candidates in the social space.

7. **Visually stimulate.** Get your audience visually stimulated and you will get their attention, whether you’re using simple photos or videos or fancy custom applications.

8. **Prepare to change:** No one platform is poised to become the end-all-be-all of social media or social media recruitment at this point in time. The hot site next month may not even be on anyone’s radar, yet. Be on the lookout for new sites and don’t be afraid to test the waters.

9. **Promote:** Promote your presence and forge new relationships with candidates and employees once you are up and running on the social media platforms of your choice. Place links on your Web site, in your e-mail signature, and in marketing campaigns. Send your social media site links to candidates in application confirmation e-mails to encourage them to become fans, friends, or followers of your company.

10. **Have a passionate point person:** Find a passionate person at your organization who wants to commit time and energy to your company’s social media presence, and let them run.

**NEED SOME TIPS ON HOW TO PLAY NICE IN THE ONLINE SPACE?**
Check out our tips for social media recruitment etiquette – and engage with confidence: http://bit.ly/99bq7m
WHAT DOES IT MEAN TO ATTRACT?
Once you determine and construct a clear and strong employment brand message, the ATTRACT stage helps you build awareness of that message by exposing your brand and interacting with candidates through Web sites, video, e-mail, job advertisements, and more.

WHY ATTRACT?
A very strong candidate is on the market for two weeks, then off the market again for two years. The ATTRACT stage helps you increase candidate awareness and zone in on the strongest candidates with your now strong and clear employment brand message.

In this stage, we help you expose your message and promote your brand through various avenues, like advertisements on social media and professional networking sites, targeted e-mail and video, and your job advertisements. By exposing your brand in this way, you will attract your target talent in the most time- and cost-efficient ways, while accessing the greatest number of your ideal candidates.

ATTRACT Q&A:
Start by asking yourself the following questions:

• Which methods are available to distribute my message and reach my target candidates?
• What quantity of time and resources can be dedicated to distribution of my message?
• Where are my current strengths? Which methods of exposure do I need to learn more about?

CareerBuilder can help you determine best time and places to advertise, as well as the channels that will give you the most significant results.

DID YOU KNOW?
Including logos and/or slogans in a job posting can increase applications by 13 to 21 percent.*

* CareerBuilder Internal Data
ADVERTISING

TAKE THE FIRST STEP TO BUILD A BETTER BRAND ONLINE:
CareerBuilder's BrandBuilder is the first and most important tool you can utilize to begin to build a better brand online. BrandBuilder enables you to create a series of Web pages within CareerBuilder, providing job seekers with a comprehensive view of your organization and culture in an easy-to-view format.

GAIN EXCLUSIVE ATTENTION FOR YOUR BRAND:
CareerBuilder's Featured Employer delivers maximum exposure to job seekers and further establishes your company’s brand name by featuring your company in prime locations on CareerBuilder sites.

ADVERTISE YOUR OPEN POSITIONS WITH CONFIDENCE:
CareerBuilder’s 30-day Job Postings give you vast exposure to the most candidates in the industry. Gain instant access to more than 23 million candidates, unlimited editing capabilities, extra training resources, and exposure on more than 9,000 Web sites. Job Posting options include Priority Postings, State Postings, Regional Postings, National Postings, Niche Board Postings on sites like Sologig and WorkinRetail, and Business Opportunity and Franchise Postings. We can help you determine the right type of Job Postings for your business.

MAKE A STELLAR FIRST IMPRESSION ON CANDIDATES:
Gain an average of 14 percent more applicants and separate your Job Posting from your competition by designing a posting that reflects your brand’s unique image. Job Postings are typically the first thing a candidate sees when searching for a job, and creating a branded Job Posting with CareerBuilder’s Job Branding is your first shot to make a favorable impression with candidates.

EVENTS

GET OPTIMUM FACE TIME WITH CANDIDATES:
CareerBuilder’s Local Career Fairs enable you to leverage our immense reach and increase your exposure to active job seekers. Engage in quality face-to-face contact with potential employees — and further brand your company.

CareerBuilder can also promote and produce your next local hiring event or open house through our Custom Hiring Events. Our marketing product mix, combined with our reach in the marketplace, enables you to invite and attract the most relevant candidates to your hiring event.

SOURCING/SCREENING

GET A PERSONAL CANDIDATE REFERRAL LIST:
CareerBuilder’s Name Generation provides your company with a list of people’s names and contact information based on position titles and targeted competitor companies. Find potential candidates to fill your hiring needs, as well as contacts who can be asked for referrals and other contacts within the specified industry.

ACCESS CANDIDATES ON YOUR TERMS:
CareerBuilder’s Resume Database is the most reliable and robust in the business, with 15,000 fresh resumes posted each day and over 36 million current stored resumes. The Resume Database enables you to search countless archived resumes — ideal for finding the currently employed passive candidate who may be a great fit for a position at your business.

DRIVE APPLICATIONS THROUGH TARGETED ADVERTISING:
CareerBuilder’s Source and Screen Management was built to take all of the work of finding qualified candidates for your open positions out of your company’s hands and into ours. Using data intelligence and media strategies like Job Postings, e-mails and social networking sites, our goal is to advertise for you in the most effective mediums for each particular position in order to drive as much relevant traffic to the advertisements as possible. A dedicated recruiter also sends all qualified applicants to you, based on your five must-have qualifications.

DID YOU KNOW?

Nearly one in five workers (19 percent) plan to leave their current job in 2010 for a new one.*

Are you doing what you can to retain your employees? If you’re hiring, are you positioned to be in front of potential candidates where they work and play?

*CareerBuilder survey
CREATING A BETTER CANDIDATE REJECTION LETTER

None of us likes getting rejected. In the past, many of you have cited “not enough time” as a reason you don’t send job rejection letters or e-mails. The reality is, we’re all under various types of constraints in our jobs, and while some things are prioritized, others fall by the wayside. Communicating with candidates, however, is a vital step in the recruitment process — and one that you should not be dismissing. Doing this also helps protect both your employment and consumer brand by displaying a necessary level of compassion and respect.

1. Be candid but gentle. Remember, this is a rejection — be respectful of candidates’ feelings and wish them success in future endeavors.

2. State a clear reason for the rejection. For example: “We have selected other candidate/s whose credentials were better suited to this position.”

3. Be honest. If there are other future opportunities and you will keep the resume on file or want a candidate to reapply in future, say so. If not, don’t. Don’t promise to keep a candidate’s resume on file if you have no intention of doing so, and if you do, state a specific time frame (six months, for example).

4. Be personal. Personalize the letter with the candidate’s name, position, and, if possible, a remark — or at least your signature.

5. While this is a rejection letter, it is still nice to compliment a candidate if warranted – “Although your background and qualifications are impressive, we have chosen someone else for this position.”

6. Don’t send a postcard; this isn’t a “hello” from your Caribbean vacation, and it reeks of impersonality. A letter format is more appropriate. Plus, if you go the e-mail route, your costs are even more minimal.

7. Do not say who was hired for the position in question.

8. Respond to candidates in a reasonable amount of time.

ARE YOU INTO A NICHE?

If you’re focused on a particular industry and want to access a different audience exclusively focused in that area too, our niche sites may be a great fit for you. You can advertise your jobs, access a resumes specific to that site’s specialty, utilize display ads, and take advantage of branding opportunities for the following CareerBuilder niche sites:

- **WorkInRetail.com**
  WorkInRetail specializes in corporate, management-level and hourly retail jobs.

- **CareerRookie.com**
  CareerRookie focuses on internships, part-time jobs and entry-level careers.

- **JobsOnTheMenu.com**
  JobsOnTheMenu specializes in corporate, management and hourly restaurant and food service jobs.

- **sologig.com**
  Sologig’s focus is on full-time and part-time contract and consulting opportunities.
WHAT DOES IT MEAN TO MAXIMIZE?
In the MAXIMIZE stage, armed with the talent intelligence tools to learn more about candidate opinions and behaviors in relation to your recruitment process, you are taking steps to optimize the areas for process improvement.

WHY MAXIMIZE?
It’s not only smart to continually look for the best ways to recruit your future employees; it’s essential. Job candidates are evolving with a changing online landscape. You, too, must review and optimize your process to stay on top of trends and ahead of your competitors.

Your current process may work fine, but in today’s economy and competitive job market, “fine” doesn’t necessarily cut it.

YOUR PROCESS: PERCEPTION VERSUS REALITY
What you think about your application process – and what candidates think about it – may be completely different.

Now, you can learn:

• What candidates think about your application process
• How many candidates currently complete your application process
• The number of candidates who don’t make it through and drop off
• The reasons for candidates’ behavior in relation to your process.

THE RESULT?
Once you find out where candidates think you are lacking, it’s much easier to construct a plan to optimize your process, experience less application drop-off, improve your reputation in the eyes of candidates, and reach those candidates you’ve been losing.

DID YOU KNOW?
Lack of advancement is the main cause of job turnover among Gen X and Gen Y.*

*Kelly Global Workforce Index
HOW DO YOU STACK UP AGAINST YOUR COMPETITORS?

How does your recruitment process compare to those of your competitors? Is it worse, the same, or better – and which data are you using to make that determination? By honestly assessing your current strengths and weaknesses in process, you will be able to learn where you are losing out on quality candidates, as well as the demographics of your current applicants compared to those you are missing out on.

MAXIMIZE Q&A:

Ask yourself the following questions:

• How am I developing my staff to stay ahead of the newest recruitment news and trends and optimize their skills?

• How am I developing my employees? How can I further help enhance their talents in their current role, while also preparing them for future opportunities?

• What would it take in time and resources to achieve these initiatives?

• In the case that I need to let an employee go, do I have an outplacement service in place to guide the employee to their next place of employment?

CONTINUALLY DEVELOP YOUR EMPLOYEES’ EDUCATION:

CareerBuilder Institute’s courses are designed and created by leading industry specialists, and content is gathered from years of research in areas like computers, business, management and leadership skills, sales and language training, and licensing and certifications.

ANALYZE YOUR CURRENT TALENT FOR SKILL GAPS:

Evaluate your complete talent base to identify skill gaps for talent alignment, development and succession planning with CareerBuilder’s Workforce Analysis.

HAND YOUR RECRUITING TEAMS THE KEYS TO SUCCESS:

The Recruitment Development Institute helps optimize your recruitment teams to function in a consistent, measurable way, and gives them access to industry best practices.

SOFTEN THE BLOW OF LAYOFFS:

With an optimal process in place, there still may be times in which layoffs are unavoidable. Having an outplacement service available not only helps employees through the layoff process, but shows a display of goodwill on your end and helps you to maintain a good relationship with the people who have worked for your business. Career Transitions helps your departed employees find their next jobs quickly while saving you on unemployment costs associated with downsizing.
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 state in which your organization falls, make sure you have a clearly defined track for developing leaders from within.

Five Reasons to Invest in Your Future Leaders Now:

1. **Increase profitability.** Without the right leadership training, long-term performance and inefficiency will plague your organization – costing you considerable profits. Because leadership skills can be developed and refined, it’s important to lift the lid and train your leaders with long-term goals in mind.

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. **Pattern recognition.** Identifying potential leaders early and strategically developing their leadership skills while leveraging their pattern recognition, or what we often refer to as a “gut feeling,” will translate into sound direction for your company. The wisdom these employees develop will also enable them to recognize other potential leaders.

4. **Loyalty and retention.** You are making an investment by taking strides to develop your leaders. If an employee is made to feel like a valuable part of the company being groomed for something better, chances are he or she will stick around.

5. **Team morale.** Although many internal and external factors can influence morale, the greatest impact often comes from the top. When a leader shows interest in his or her employees’ well-being and potential for success, that leader creates a positive, encouraging and effective atmosphere all around.
GET ON THE BOAT
TO BETTER 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.

It’s estimated that 46 percent of newly-hired employees fail within 18 months, according to a 2008 study by Leadership IQ. An effective employee onboarding program, however, can significantly reduce this number – along with costs associated with turnover or on-the-job mistakes due to lack of training. 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:

1. **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 like a part of the group.

2. **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.

3. **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.

4. **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.

“Salary/benefits are black and white comparisons. It is the way a person perceives their place in the organization that will create a desire for them to be part of it.”

DUSTIN, commenter on The Hiring Site

SUPPORT THE STAFF THAT SUPPORTS YOU

Finding the best candidates for your particular business usually involves more than one person. Your staff should be aware of the best available recruitment resources, research and trends. They should also be aware of your business’s current position in the recruitment landscape.

With all this focus on recruitment, don’t lose sight of training. It’s just as important to take steps to retain your current employees by investing in training and educational opportunities.

**DID YOU KNOW?**

21 percent of employers are investing in more training to retain top talent.*

*Nov. 2009 CareerBuilder Survey
8 INTERVIEW QUESTIONS
YOU MAY NOT BE ASKING – BUT YOU SHOULD BE

We have hundreds, if not thousands, of interview questions we’ve heard, used, or sworn never to use. But with a changing economic and technological landscape comes the need to reexamine the tried and true and consider giving your interview questions a complete makeover – or at least a face lift. Here are seven of the best, submitted by readers of The Hiring Site, CareerBuilder’s employer blog, each with an explanation of why it’s a great question:

1. **THE QUESTION:** What does a company owe its employees?
   **WHY:** “The interviewer learns more about what true expectations a candidate has for a company.”

2. **THE QUESTION:** What Web sites do you visit on a regular basis?
   **WHY:** “The answer to this question tells me if the applicant is aware of industry-related Web sites and keeps up with industry trends and news and is therefore more qualified for the position.”

3. **THE QUESTION:** What risks did you take in your last position?
   **WHY:** “I like this question because it lets me know what I can expect from a candidate. Are they willing to step outside the box?”

4. **THE QUESTION:** Tell me what your ‘ideal’ work day/week would consist of.
   **WHY:** “I want the candidate to convey what’s important in terms of applied work time; processing time; down time, if any.”

5. **THE QUESTION:** Tell me when you used your sense of humor to diffuse a situation.
   **WHY:** “Most large corporations and many small ones feel that a sense of humor is not needed and it is not encouraged. We firmly believe that a happy employee is a productive one.”

6. **THE QUESTION:** What was the most useful criticism you ever received, and who was it from?
   **WHY:** “You learn what kind of feedback the person is receiving so you can determine their performance. It gives you insight into their weaknesses that others view as well.”

7. **THE QUESTION:** What sorts of trends do you think affect our business?
   **WHY:** “Good to see if they understand business influences and if they’ve spent time trying to learn about our industry.”

8. **THE QUESTION:** What did you do to prepare for this interview?
   **WHY:** “You learn more about the effort a candidate is willing to put forth and whether he or she is interested in your company specifically.”

VISIT [HTTP://BIT.LY/C7FWNY](http://bit.ly/c7fwny) FOR MORE INTERVIEW QUESTION SUGGESTIONS.