

Building Your People Pipeline:

How to Quickly and Effectively Find, Interview, and Hire Your Next Standout!

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The average business will interview 5 to 10 candidates before finding their hire. Is your

business prepared to dedicate the time and attention for a smooth and successful experience? Here are a few tips to help you formalize an effective recruiting process.

Forecast your hiring needs

The best way to reduce the scramble is to reduce the surprise. Develop an annual forecast of your hiring needs by position, broken down by quarter. This will give you a three-to-six month lead-time to find the best resources and top talent. Take into consideration turnover, business growth and the economy. At a minimum, businesses report at least 10 percent annual attrition. One of the highest-quality sources of hires is an employee who has left your firm and then returned; this is called the "boomerang effect." Is this a gold mine you may be overlooking? Do you have ways of communicating with past employees in place?

Find the best resource to advertise

Do you know which job postings produce the best results for you? There are a number of places you can post your position; take the opportunity to find a custom fit based on your target audience. Be sure to take advantage of any free postings as well. The company Website is usually a great place to start! Make

sure there is a "submit resume" email that is easy for candidates to find. This will also aid in a constant resume flow for the next time you need to hire. Then ask: Where are the top candidates looking? Are there any industry resources you could use? If you are looking to hire an accountant, look into area accounting associations to see if they have job postings. Be sure to compare pricing and coverage area of any paid advertising to ensure you only pay for the coverage area you need.

Communicate with your candidates!

Your candidates are also your clients. If they have a bad experience with you, they can do as much as a dissatisfied customer can to your reputation, maybe worse! The key to candidate satisfaction, whether you hire them or not, is communication. Candidates want to know if you received their resume, if the position has been closed, and if they were not chosen after entering into an interview process. An automatic email can take care of the first two issues, but a personalized email or phone call after an interview is the best way to "close out" a candidate. By addressing these three

steps, candidates will feel respected and will walk away feeling their time was well spent.

What are you willing to pay?

Before you start searching for your candidate, do a little competitive salary research. Most Internet job boards have salary survey functions. Realize that in a tight market or when trying to fill a hard to find position, you may have to pay more than what your company is used to. The key is to understand the fair market value for this position. Remember that money isn't the only thing candidates are looking for. When negotiating, what else can you use for leverage? Some employers use extra vacation, flexible hours, or may waive the waiting period for benefits. If a candidate has benefits through another source, offer to put the cost of benefits back into the salary. Also remember to include any small perks you may be forgetting like a dry cleaning pick-up or free soda on Fridays.

Do you need help?

Sometimes utilizing a third-party to help you with the entire process can be a cost-effective option. Find out if there is a better value out there—someone with industry knowledge and connections can help you build a pipeline. Either way, developing a formal process will help you find your next stand out!



Marcie Glenn is the VP operations for another source, inc., the puget sound's only Employment Referral Service (ERS). For more information, please call 206.241.8906 or visit www.anothersource.com

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