



inSIDER Report:



Recruiting in the Digital Age

**HR's Tactical Playbook
for Next-Level Talent
Acquisition**



inSIDER Report: Recruiting

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Navigating the new recruiting frontier



Dear Colleague,

Finding and keeping top-level talent is a challenge that organizations across all industries face. As average annual job tenure declines, with Millennials spending an average of 2 years at any given job, companies are having to fill more jobs than ever before—and encountering new recruitment roadblocks that HR professionals have to face head on.

Regardless of your industry, you want talent, and you want talent that stays. From the first stages of recruitment to long-term employee retention, the recruiting game is changing with the surge of social media use and new regulations that impact hiring. While hiring may be easy in a growing pool of candidates, finding star talent requires vigilance, top-notch digital skills, and the knowledge of exactly what you should be looking for.

In October 2015, BLR® conducted a survey of HR professionals and asked what their biggest challenge will be over the next 18 months. Of the participants, 39.3% cited “Recruiting Qualified Applicants,” and 32.4% said that “Retaining Valued Employees” would be their biggest challenges.

To add to the challenge, the art of recruiting is no longer a game played in traditional formats. As talent increasingly moves toward digital platforms to ingest their daily intake of news, social networking, and workload, recruiters need to shift their tactics to revolve around these digital platforms.

The results of our February 2017 survey substantiate this trend, with 79% of HR professionals saying they have replaced traditional recruiting methods with online recruiting. When asked the formats they used to find the best qualified candidates, 78.4% said they use employee referrals, 72.9% said they use their company website, and 72.1% said they use online recruiting resources such as Monster.com, Glassdoor®, CareerBuilder, and Craigslist. A majority (80.3%) cite their company website as the best online source to recruit new talent.

Understanding the challenges and changing dynamics of recruiting should be a top priority for HR professionals today. In this *Insider Report*, we have curated our most effective resources on talent acquisition trends and recruiting strategies that you can use to optimize your own program and secure the competitive edge in the talent war.

Sincerely,



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How to leverage social media to find the best candidates while saving time, money, and hassle

Today's world is hyperconnected, and smart organizations know how to leverage the power of social media in creative ways to turbocharge their recruiting efforts without falling prey to unnecessary distractions.

TWITTER: #WE'REHIRING!

Even if your organization has an active Twitter presence, you may not be using the service as the valuable recruiting resource it can be.

Many jobseekers subscribe to the Twitter feeds of the companies they are interested in working for. Still more jobseekers subscribe to feeds that deliver links to job posts all day long. Thousands of jobseekers know that Twitter can be a useful place to look—employers just need to use their 140 characters in a way that actually gets seen and gets prospective employees interested in clicking through to learn more.

Business Consultant Bridget Miller offers the following Twitter recruiting tips to get you started:

- When you post a link to a job opening on Twitter, ask employees to retweet it, which significantly increases the number of people who will see the post.
- Continually post interesting, insightful, and relevant information

to keep people engaged. Some employers opt to share industry info. Others post information that provides a peek into the culture of the company, such as photos from company events. This way, you obtain more followers who will see your job posts later.

- If there are relevant hashtags for your industry or for an industry event, use those to gain exposure when appropriate. (A hashtag is the use of the “#” symbol at the front of a word or phrase. This allows the word or phrase to be easily searched for and tracked, thus increasing visibility of a post when used properly.)
- Research the common hashtags used for jobs in your industry or geographic location. If jobseekers are already using them as a search term, this is another way to gain exposure.
- Another hashtag tactic is to include “#job” in the post. Also, put a hashtag in front of other terms that candidates will use to search, such as the position title (#editor), city

name (#Boston), or job function (#accounting).

- If your organization is large enough, consider creating a separate Twitter feed solely for job postings. This will allow candidates to follow and monitor that feed.
- Be sure to have dedicated resources to follow up on all responses received via Twitter. In today's social media environment, it is assumed that responses will be very quick. Potential applicants may post questions to you using Twitter, so there should be someone responsible for monitoring these communications. It's also important that the company be seen as Twitter-savvy if you're going to use the platform effectively.
- Consider enlisting the help of some of the established job networks on Twitter. For example, TweetMyJobs® has a reputation for being a source of posts to thousands of jobseekers. By having your job listings distributed on the TweetMyJobs network, you will significantly increase your exposure.
- Rather than just putting job posts out there, also consider using Twitter to search for candidates based on terms that are relevant to the job. In this way, your recruiting team can reach out to potential candidates and engage with them directly.

FACEBOOK: NOT JUST FOR 'FRIENDS' ANYMORE

While Facebook is still viewed as more of a social online resource than a business-oriented one, there are good reasons to consider taking your recruiting efforts there—the biggest of which is sheer volume.

According to Facebook's own statistics, as of the end of 2017, the service has a staggering 2.2 billion monthly active users. That's a lot of potential job applicants! Additionally, as iCIMS's Hire Expectations Institute aptly notes, "Social media has increasingly blurred the line between personal pursuits and work life ... [Millennials have] an average of 16 coworker friends on Facebook."

Because birds of a feather flock together, these coworkers/Facebook friends will probably be linked to a lot of other people who could be a great fit for your organization.

Facebook allows you to create pay-per-click ads that are highly targeted by geography, interests, and a host of other factors that enable you to get your job postings in front of precisely the people you're most interested in at a fraction of the cost of traditional broad-based advertising.

WHAT ABOUT PINTEREST?

Using Pinterest for business may not be the first thing that comes to mind when you think of this highly visual, crafts-heavy relative newcomer to the social media scene. But with explosive growth and the ability to drive traffic to your website, Pinterest is certainly a tool worth considering.

"You can't just make one board," notes Strategic Recruiting Manager Kelly Dingee, who leads the research team at Staffing Advisors. "You need to make sure that you break up the information so that you're sharing lots of different boards with people—lots of different information—so that it's very, very easy for people to learn more about your organization in the bite-sized pieces they want."

Doing it right takes time, and the interaction must run both ways. A company can't just put information out there and expect others to just consume it without any further engagement from the organization. Follow, repin, and engage—don't just post your own things.

Another important tip is to be sure to link back to all your other social media sites. Give people as much opportunity as possible to connect with you in other ways. In other words, think about using the site as a marketer, and think of how it will be good for the brand. One such example is that Pinterest can drive traffic to your website.

"When I was learning about Pinterest when I was first starting to use it, and I realized that part of the purpose was to drive traffic back to websites—and that Pinterest actually does a better job at driving traffic back to your website than Facebook, Twitter, or any other social media site—it kind of got my attention," Dingee says.

While "there's no business category ... there's no 'get a job' category, there's no 'jobseekers' or 'careers' or anything like that," on Pinterest, Dingee points out, employers can work within the existing parameters to be findable and appealing to potential new

hires. There are two perspectives to consider: finding potential candidates and showcasing your organization for people to find.

Finding potential applicants on Pinterest. On Pinterest, you can use keywords to search and also to tag your own content so that it is found when others search. When doing so, think carefully about what keywords to use and where to put them.

“ If you are trying to recruit people with particular skills or experience, think about creating boards dedicated to that topic.”

Everything on Pinterest is a picture—so what you're finding in search is what someone has typed about a picture as a caption or a summary. As such, when you add pictures, what you type about it will determine how easily someone can find it. Think about what others will be searching for when you want them to find you.

If you are trying to recruit people with particular skills or experience, think about creating boards dedicated to that topic. This will allow you to be found by individuals who are interested in that topic. Soon you will have people following those boards who already have an interest in that topic and possibly experience—these people are potential job candidates.

Showcasing your organization on Pinterest. Separately, you can use Pinterest as a recruiting tool by

showcasing what it's like to work at your organization and even how to apply and open jobs. For example, you could create Pinterest boards about:

- Joining your team (how to apply)
- What perks there are to working for your company
- Job search tips, such as how to network or how to prepare for an interview
- Your company's departments
- Your employees' LinkedIn pages—complete with links to those pages (if you're comfortable with that)
- The company blog
- Current events or news about your organization
- Job listings

RECRUITING ON LINKEDIN, THE 'OFFICIAL' WORKPLACE SOCIAL MEDIA HUB

Are you recruiting on LinkedIn yet? As of April 2016, the site claims to have over 467 million members worldwide exchanging information, referrals, recommendations, ideas, and opportunities, so there's no denying it's a force to be reckoned with for HR professionals—and a key tool in your recruiting toolbox. However, if you don't know what you're doing, you can waste a lot of time and effort spinning your wheels there.

Fifty percent of Fortune 100 companies use LinkedIn for hiring, says expert Dan Ryan of Ryan Search and Consulting in Nashville, Tennessee—and you should be using it, too. "It's the largest 'business-focused' social networking site," Ryan notes, and "more than 80 percent of [LinkedIn users] are decision

makers. The people you want to hire are surely there."

The search function on LinkedIn is particularly helpful, Ryan says, and

it's how most employers will use LinkedIn for recruiting. This tool allows employers to search on keywords (for example, a programming language), or by name, organization, industry, school,

Social networking sites and recruitment: 12 good reasons for using social media

1. Social media can save you a lot of money when it comes to recruiting.
2. Social network websites have millions of users worldwide, which allows you to reach a huge pool of potential job candidates.
3. Effectively incorporating this interactive technology into your recruitment efforts can be a win-win situation for both your new hires and your organization.
4. Social networks can be especially useful when looking for highly specialized skills.
5. You can target a geographically diverse talent pool.
6. You can attract Generation Y (also known as the Millennial generation).
7. You can engage passive job candidates, who rarely visit online job boards but are using social networking websites. This may be the only way to reach them.
8. Social networks are viral, which means you are no longer communicating one to one; now it's one to many.
9. You can take advantage of the real-time nature of social media. Candidates can set up alerts to be notified of new job postings. They can also receive e-mails, texts, and posts on their phones as well as access websites.
10. You can build a pipeline and have candidates come to you, rather than go looking for them.
11. You don't have to rely on normal business hours to reach potential job candidates.
12. You can build a profile or a page, which allows you to provide links back to the organization's website for additional information and/or additional job opportunities that aren't listed on the social networking sites.

and seniority level (manager, owner, VP, director, entry, students, etc.). In addition, you may search by LinkedIn terms for first-level connections, second-level connections, or all users.

You can also check by ZIP code or area, indicating how large a radius you want to include, Ryan notes. You can also use Boolean search terms if you are familiar with that system.

Although LinkedIn searching is available for free, LinkedIn's paid plans allow you to send a certain number of "InMail" messages to anyone on LinkedIn—not just to your own contacts. You also get expanded search filters and the ability to see who has recently viewed your profile.

Another great feature of LinkedIn is groups, Ryan says. There are groups for almost any imaginable type of job, he notes, and they are a good way to reach specific types of people. They often allow you to reach people who are not actively looking for new jobs.

If there's no group for your specialized needs, create a group, Ryan says. He had one specialty that he was recruiting for that didn't have a group, so he started a group. It now has 1,500 members. (Groups of fewer than 1,000 are usually not too helpful for recruiting, Ryan advises.) Additionally, while LinkedIn charges a fee for job postings, there's no fee if you post your opening through a group.

SMILE! YOU'RE ON INSTAGRAM

Perhaps even more than Pinterest, Instagram has traditionally been viewed as a "fun" social media platform with few—if any—business applications. But that's starting to

change in a big way. Especially if you're looking to attract young, tech-savvy workers, Instagram may be exactly where you want to be with your recruiting efforts.

Veronica Segovia, until recently the employer brand manager at PR software company Vocus, used Instagram as an opportunity to "make contact with passive candidates, to show them that Vocus is a cool, young, fun company," she says, quoted on the RIVS blog. "Our original goal with Instagram was to attract entry-level sales talent of about 21–30 years of age."

Digital marketing agency HelloWorld actually used Instagram to extend a full-time marketing coordinator position to plugged-in applicant Samantha Bankey, who saw the social media posting and accepted within minutes, according to Erin Osterhaus, writing on new-talent-times.softwareadvice.com.

"If your company is seeking young professionals who are social-media savvy, you already employ a social media recruiting strategy, and you happen to be in an industry that uses social media as a business tool, Instagram could very well help you find your next crop of new hires," Osterhaus writes.

SOCIAL MEDIA SOURCING: AN IMPORTANT CAVEAT

Take care when you perform social media sourcing that you don't come across as creepy to job candidates, warns Dingee. You don't want to come across as a stalker! The people you contact are going to want to know how you found them and how you know they can effectively perform XYZ tasks.

Maintain transparency, advises Dingee. Explain how you found them. "You're not hacking; you're searching the Internet for publicly available information," she says.

REMEMBER THAT SOCIAL MEDIA WORKS BOTH WAYS

Social media is a great tool for finding exciting new job candidates, but it's equally important to remember that job candidates are using social media to find you, too. Accordingly, you need to invest time and effort in making sure your organization has an active, professional presence on all of the major social networking sites—even if you're not looking to fill any positions right at the moment.

Your social media accounts are an extension of your company brand. Be sure that all of your company profiles are professional and convey the image you're looking to project—both in the look and in the content. Any messaging should be consistent with the company values and strategy, as candidates will be looking at the account (among other sources) to gain a sense of the organization.

Additionally, it goes without saying that you should have and enforce a comprehensive social media policy at your workplace that clearly delineates what employees may say—and not say—about your organization on social media channels. Striking the right balance between professionalism and employees' rights to express themselves can be legally challenging, so it's a good idea to have a local employment lawyer review your social media policy on a regular basis—at least once a year. ■

32 recruiting tactics sure to secure Millennial interest in your organization

Millennials want an employer that fits their lifestyle, personality, and priorities. The death of company loyalty, the rise of remote, flexible, and project-based work, and the plethora of entrepreneurship outlets available today have forever changed the employer expectations of the next generations.



Those that adapt and find new ways to cultivate loyalty in Millennials will be positioned for next-generation success. Begin implementing the below tactics to ensure your future leaders fall head over heels for your company.

1. Make your career website and application mobile-friendly.
2. Create an employee blog, and post the authentic insights and thoughts of your employees.
3. Create an entertaining video intro to your company, such as "Top six perks you probably didn't know about our company."
4. Create an entertaining video that goes behind the scenes of the workplace. Millennials appreciate transparency.
5. Offer virtual tours. Show where potential candidates will park, work, eat (surrounding areas outside of work) and what Day 1 will look like.
6. Be simple. Don't use overcomplicated job descriptions, operational diagrams, or compensation plans.
7. Turn the online application into an experience. Offer a promotion or coupon as a reward for applying.
8. Use images of real employees in all company collateral (website, marketing, etc.). Delete all stock photos and clip art.
9. Showcase young leaders in your business.
10. Shift from an employer role to that of an advisor/advocate. Add value first (like offering tips on how to interview well via a company blog), then ask for their consideration.
11. Communicate two to four potential career paths beyond their entry position.
12. Specify how your company supports a work/life balance and/or flexible schedules.
13. Detail top accountabilities and potential challenges they may face.
14. Define the professional development opportunities offered by your company.
15. Post your company mission and vision. Describe the "why" for Millennials.
16. Use your young professionals as your recruiting group. Millennials get Millennials.
17. Highlight company culture, innovation, and professional development if you cannot compete on salary.
18. Make Millennials' first day epic. They just might return the next day with their roommates.

- 19. Make the official job offer personal and a big deal.
- 20. Adopt a “be everywhere” approach on social networks.
- 21. Showcase your new technology, and highlight their chance of being an early adopter.
- 22. Highlight how new hires can get creative, contribute, and innovate on Day 1.
- 23. Highlight the company’s social perks (happy hours, beer cart on Fridays, kickball team, etc.).
- 24. Stress the level of entrepreneurship infused in your company.
- 25. Get involved in young professional associations.
- 26. Create a project-based co-op or internship program.
- 27. Emphasize your community as a cool place to live. Millennials pick a city and then look for a job.
- 28. Provide a calendar of fun upcoming activities to do in the community (festivals, shopping, outdoor competitions, etc.).
- 29. Throw a family-and-friends work party. Make it fun, quirky, and off-the-wall enough that their friends want to join the team.
- 30. Sponsor a parent day at a college. Winning over Millennial parents is crucial.
- 31. Communicate the volunteer and outreach opportunities available.
- 32. Stress diversity whenever possible.

Now it’s time to ask yourself the question: What unique attributes about our business would attract Millennials? ■

Do’s and Don’ts for using social media in the recruiting process

Five do’s for using social media in the recruiting process:

- 1. Determine which websites you should use to advertise job openings.
- 2. Include employment websites that target professional groups or geographic areas, as well as “niche” jobsites that target specific professions.
- 3. Limit searches on social media sites to information that’s directly related to the job requirements and qualifications of the open position.
- 4. If unsettling or disturbing personal information about an applicant is encountered, treat it as if it had been learned via other means.
- 5. Document thoroughly the decision-making process in filling a position, ensuring that candidates are judged only by criteria that are directly related to the position.

Five don’ts for using social media in the recruiting process:

- 1. Don’t overuse social media or rely too much on the data found for recruiting purposes, especially if the sites’ members aren’t representative of the general population.
- 2. Don’t play detective by using false profiles or “friend requests” to gather information that’s usually kept private.
- 3. Don’t ask applicants for their social media passwords.
- 4. Don’t ask them to sign in to their social media account so that you can “shoulder surf” while the applicant looks at his or her social networking page.
- 5. Don’t “troll” social networking sites.



17 crucial elements for an effective Millennial recruiting video

Finding talent for your organization is an ongoing process. It's even more ongoing today because the average work tenure of a Millennial is 2 years. The below strategies should aid you in your quest to recruit the next generation of leaders.

The software development company, Zendesk, Inc., has a recruiting video that is a prime example of what resonates with Millennials. Even though this video was created forever ago (in 2012), there are many things to learn for those looking to effectively recruit the right Millennial talent through video.

Below are 17 tips for effectively recruiting Millennials through the use of video.

1. **Don't tell, show.** Video is the preferred method of consumption for the Millennial generation. Zendesk does a superb job blending visuals with a voiceover to show what it's like working at Zendesk.
2. **Infuse authenticity.** Millennials can spot phonies online or offline in an instant. While watching the video, viewers receive a genuine sense that people enjoy working at the company, are able to be themselves at work, and collaborate well with each other. Unlike most recruiting videos, try not to make anything seem forced.

“ Millennials are interested in becoming an integral part of something that's going somewhere.”

3. **Showcase your growth.** Show your company's growth not with boring charts and graphs but by comparing a picture of the founders vs. video of a cafeteria with all the current employees. Millennials are interested in becoming an integral part of something that's going somewhere.
4. **Expose your culture.** In its video, Zendesk spent very little time on the actual product/service and all the time exposing its company

culture. Millennials will choose culture over anything else.

5. **Flaunt your employees.**

Millennials want to see who they'd be working alongside. The more diverse and creative the team, the better. Ditch any clip art and stock video, and just use your real employees.



No Millennial dreams of working for a stuffy organization.”

6. **Unveil the lifestyle.** Millennials often choose a city before they choose a job. Zendesk beautifully showcased the neighborhood of the headquarters, including the eateries, coffee shop, and bars where its employees visit.

7. **Reveal the office.** Highlight the innovative workspaces and work perks (salty licorice, beer, pets at work, etc.).

8. **Depict an actual day.** Show what it looks like going to work, who new employees are going to meet there, a typical desk, the elevator they will use, where they will park, how they will collaborate, and where meetings are held. The easier they can visualize themselves at your organization, the easier their decision.

9. **Show off technology.** Millennials desire an innovative environment to quench their tech dependence. In the Zendesk video, many employees can be seen using Wi-Fi, flat screens, Macs, iPads, and various smartphones.

10. **Exhibit social perks.** Millennials are looking for community as much as they are a job. In its video, Zendesk highlights its community outreach, office basketball games, parties, and company sports teams.

11. **Feature your leaders.** Highly visible leaders give Millennials the impression of a flatter organization, which they prefer. Zendesk took it a step further and included shots of its leader laughing and having a good time.

12. **Get quirky.** No Millennial dreams of working for a stuffy organization. Each Zendesk team member looking at the camera at the same time and then awkwardly assuming what he or she was doing, including nonjudgement victory dances, someone eating salted licorice, desk races, and superman playing soccer are all examples of quirky, Millennial-resonating brilliance.

13. **Make it social.** Don't create a recruiting video and post it solely on your website. Put it on YouTube where people can find it. Remember, YouTube is the #2 search engine.

14. **Short video.** Our attention spans have shortened since 2012. Create a 1:00- to 1:30- minute recruiting intro video, and then serve up other longer videos (if necessary) for those interested in learning more about your organization.

15. **Compelling music.** Your video's music can make or break the video. Music can demonstrate your relevance, innovation, and the pace of your organization.

16. **Visible call to action.** Zendesk unfortunately buried its zendesk.com/careers link in the "About" section of the video. Make your call to action is clear and visible.

17. **Emphasize teamwork.** Millennials value team collaboration. The fact that Zendesk highlighted every employee in the video gives viewers the sense that each employee is valued. (Of course, this might not be viable for larger organizations, but it's something to strive for and emphasize, nonetheless.)

Now it's time to ask yourself the question: What other aspects have been effective in your Millennial recruiting efforts? ■

Hiring: Get back to the basics

If you're looking to grow your company this year, here are some tips to keep in mind when increasing your workforce:

- 1. Know who and what you need.** Create and review job descriptions with supervisors who will be managing new employees. What are the new employees' duties? What are the qualifications for those roles? Update your job descriptions if necessary.
- 2. Prepare a search committee.** Identify everyone involved in the hiring process. Explain the steps of the hiring process, determine the timeline for the search, and remind employees who will be involved in interviews about permissible and prohibited questions and appropriate decision-making criteria. Use the hiring process as a training opportunity if you are worried that search committee members will be influenced by impermissible biases.
- 3. Develop a recruitment strategy.** Draft a position description that identifies the duties, purpose, minimum requirements, and preferred qualifications for the job and that sets a deadline for applications. How will the opening be advertised? Will you post the job on the company website, on a job search engine, or in a local newspaper? Will the company

pay for professional recruiters? Identify documents needed from applicants, such as résumés, cover letters, reference lists, and writing samples. Make sure applicants can access the application if the company prefers to use its own form.

- 4. Review all applications.** Search committee members or HR should review all applications to ensure that more than one person assesses an applicant's qualifications and so opinions and biases are avoided. Screen out applicants who do not meet the minimum criteria.
- 5. Conduct initial phone interviews.** Discuss applicants' availability and salary requirements and the position's special requirements (e.g., availability for shiftwork) via phone to assist in developing a short list of candidates. Phone interviews should be properly documented and conducted by the search committee or HR.
- 6. Hold formal interviews.** Have the search committee approve a short list of candidates for in-person interviews after a full review of all timely applications. Choose one or two questions from each required skill or competency to ask during the interview. Review the applicant's application and résumé, and note any issues you need to follow up on. While interview strategies are hotly debated, some common tasks

include determining the interview format and the order of questions, assigning weight to each question, determining who will ask which questions, reviewing sample work from the applicant, and addressing the applicant's questions regarding the position. Follow up with additional interviews if the amount of candidates needs to be narrowed further.

- 7. Make an offer.** When a candidate is selected, check his or her references. If you are satisfied with the references, make a written employment offer with the final decision maker's approval. State whether the offer is unconditional or is conditioned on passing a background check or another lawful preemployment test (e.g., a drug screen). If the company intends for the position to be at will, say so in the offer letter.
- 8. Onboard properly.** Once an applicant has accepted the offer and complied with the conditions in the offer letter, bring him or her on board properly by obtaining all necessary legal paperwork and providing him or her a copy of the company handbook and necessary training.

The first step to a long-term, successful employment relationship is to hire the right person for your open position. Taking the necessary time initially to ensure that the best candidate is hired will save you time and prevent problems down the road. ■



Recruiting passive candidates—6 steps for the new paradigm of the social age

The world has changed significantly in the last 20 to 30 years. Technology and globalization have fundamentally altered the workplace paradigm. Roles have changed, and what we require from our staff has also changed.

With the influx of the Millennial generation, candidates' expectations of the workplace have shifted significantly, along with what they expect from the recruitment process.

Without a doubt, prospecting for and wooing the passive jobseeker takes considerable time and effort. But, if we

don't change our approach, we won't be able to find the staff we need to keep our business going in the midst of the critical skills shortage that is barreling down on us.

To win the "War for Talent," we must be able to tap the hidden talent market by prospecting for and wooing the passive jobseeker.

To do this, we should use the analogy of a sales funnel. The six steps required to shatter the old paradigm of reactive recruiting—that is, recruiting active candidates—and to embrace the new paradigm of sourcing and wooing passive candidates are as follows.

1. Know what you want, and when you want it.

You need a good workforce plan, and that starts by building an

outcome-based job description. You should also screen for strengths and competencies instead of skills and experience.

“Without a doubt, prospecting for and wooing the passive jobseeker takes considerable time and effort.”

2. Use a compelling employer value proposition (EVP) as the gravitational pull to attract and pull candidates through your funnel.

Remember, your EVP is not your marketing brand. Your EVP should not

be formulated by Marketing or HR, but rather discovered by talking to past—and present—high performers, recruiters, and candidates. Also, make sure that HR and all hiring managers are on the same page.

“The biggest mistake hiring managers make is to ask the candidate to marry them on the first date.”

3. Fill the funnel from multiple sources.

You can start by using traditional methods, such as engaging only the best recruiters—those who can bring candidates to the table whom you can't source elsewhere or those who can truly save you time. Other traditional methods include writing compelling job ads that don't sound like everyone else's! Paying referral fees to current staff is also a great way to fill the funnel. The amount does not matter, but your communication and celebration of the program do matter.

Other ways to fill the funnel include online methods. By having an engaging careers page on your company website or by using social media as it was intended—as a virtual networking platform instead of a glorified job board—you can recruit top talent. Online methods also allow you to track regrettable turnover and stay in touch with the employees you wish you still had. You can also attend or host live or virtual networking events to reach out to potential new hires. Also consider

community outreach programs to raise brand awareness.

Market mapping is another way to fill the funnel. Market mapping involves knowing the best in the field or geography by mapping the market. You can hire a resource expert to do this or outsource to a company that specializes in it.

4. Use an applicant tracking system to identify, track, and contact prospective candidates.

This does not have to be expensive. All you need to be able to do is to store, tag, and retrieve your data. It's also helpful to have the ability to communicate with prospective candidates.

5. Know when to woo and when to interview.

The biggest mistake hiring managers make is to ask the candidate to marry them on the first date. Remember, passive candidates are not actively looking, so take the time to get to know them, understand their wants and needs and their added value, and then woo them through the funnel until they are hooked. Be clear that the initial conversations are not the interview—a formal, structured interview process will come later.

6. Close the deal, and keep it closed.

Engagement starts with the offer—so do it well—but only make the offer after candidates have been preclosed on salary and other conditions (like the position title). You should also know how to manage counteroffers, and beware of buyer's remorse! Touch base with the candidates frequently between acceptance and the start date.

By embracing passive recruiting methods, you'll be in a better position in terms of costs and time saved—and positioned to make the right hire the first time—and you can hire the best, not just the best available. ■

Tackle hiring bottlenecks together

Talent acquisition is one of the most urgent and complicated issues for today's business leaders; 93% of CEOs find the need to change their strategies for attracting and retaining talent, yet 61% don't even know where to start, according to a recent PricewaterhouseCoopers survey.

A common challenge in finding and hiring the best talent is the disconnect between hiring managers and recruiters, which can lead to pricey errors. The U.S. Department of Labor estimates the cost of a bad hire at 30% of an employee's first-year earnings. With that type of money on the line, businesses can't afford to get recruiting wrong.

Yet, businesses often do get it wrong—or end up with open positions that go unfilled for months. And new data reveals just how deep the rift is between the people at the center of hiring at many companies, which may be a big part of the problem. While 80% of recruiters think they have a “high” to “very high” understanding of the jobs for which they recruit, 60% of hiring managers say recruiters have, at best, a “low” to “moderate” understanding of these same jobs.

As a former executive recruiter at a staffing firm, I've seen firsthand that hiring managers and recruiters are not always on the same page in terms of understanding a company's hiring needs. And to further complicate things, they are sometimes not even in the same building—or even the same

country! The good news is the latest talent acquisition technologies can help foster a stronger partnership between hiring managers and recruiters and can build a better foundation for mutual success.

To further learn about the hiring manager/recruiter dynamic and its impact on the hiring process, we investigated the issue through our research and thought leadership arm, the iCIMS Hire Expectations Institute, and identified strategies to create a stronger relationship between the two parties.

The key takeaway: A functional, technology-enabled relationship between recruiters and hiring managers is critical to eliminating bottlenecks in the talent acquisition process. The use of automated processes and innovative tools like mobile, social, and video for talent acquisition leads to reduced time-to-fill, better communication, and streamlined efforts overall.

But before technology can work, a genuine and ideal partnership needs to be established. Hiring managers and recruiters should do the following:

ACTUALLY TALK TO ONE ANOTHER

When a position is identified, it's important that the hiring manager and recruiter have a sit-down before any sourcing, job advertising, or screening begins. It's necessary to discuss the skills needed to fulfill the job, how the role interacts with other people in the organization, and the role's impact on business goals. Our research points out that 79% of companies with the best hiring manager/recruiter relationships meet or talk on the phone to discuss job requirements, and 67% prepare screening questions and interview questions together.

“As is the case in any successful business partnership, recruiters should make an effort to get to know their hiring managers.”

It's also helpful for recruiters to treat hiring managers like their personal clients. As is the case in any successful business partnership, recruiters should make an effort to get to know their hiring managers. What are their communication styles? What are their expectations? Hiring managers should also be given expectations regarding how long it may take to see submitted candidates, how many candidates will be presented (for example, will a slate of candidates be shared, or will it be just the top pick?), and how frequently

they can expect to hear from their recruiters about progress. With this strategy, hiring managers will have realistic expectations, and recruiters will understand how to best serve their “clients.”

USE SOCIAL MEDIA

Today’s candidates are taking their job hunts into their own hands by searching on social media for their next career match. While it has become a regular practice for recruiters to use social media in their recruiting efforts, businesses can now get all employees involved in this effort.

Automated job-publishing tools can instantly push job listings to the social networks of employees, with their permission, furthering the reach of social recruiting efforts. This is a great opportunity for hiring managers to step in. Since they are the experts in their fields, managers may already be connected to talented people within their industry and can source talent through their own networks.

Additionally, by developing a “team” sourcing strategy, hiring managers gain visibility into the process and a better understanding of the time and effort it takes to find top talent, which can strengthen the relationship with recruiters.

RECRUITMENT IS LIKE MARKETING: MAINTAIN A PIPELINE OF WARM CANDIDATES

One of the most common complaints among hiring managers is the lack of

ready candidates who have been kept warm or who have been in touch with recruiters before a formal job posting. To mitigate this, recruiters should be proactively sourcing and building talent pools for different departments throughout their organizations.

Recruitment marketing automation software enables businesses to source passive candidates; organize them by function, department, or region; and engage with them via newsletters, e-mail blasts, and other communications. Just as businesses drive sales from automated marketing efforts with the help of tools like Pardot, Marketo, and Constant Contact, employers can use recruitment marketing tools to drive candidates to their open positions.

For the best results, recruiters should engage with their talent pools and offer relevant information about the company and the industry—not just push out jobs. In the meantime, hiring managers should stay in contact with recruiters about their candidate pools, even when a specific position on their team is not open for hire. By keeping a pipeline at all times, businesses can rapidly respond to unexpected shifts in their staffing needs, and recruiters can offer best-fit candidates even in short turnaround situations.

If businesses create strong recruiter and hiring manager relationships, they will be able to make the right hires now, build a pool of talent for the future, and take a step closer to achieving the talent acquisition goals that will improve their businesses.

“For the best results, recruiters should engage with their talent pools and offer relevant information about the company and the industry—not just push out jobs.”

In addition, the right talent acquisition technology paired with a clear strategy and open communication is the best way to remove any bottlenecks in the hiring process. When it comes to talent acquisition technology, here’s another way to look at it—many CEOs will say that their number one concern is sales, and their number two concern is talent. Many organizations addressed the sales challenge by investing in technology specifically designed for sales so they are no longer relying on simple, homegrown, or outdated software.

Yet, when it comes to the number two concern—talent—companies are still forcing their HR and recruiting organizations to work with clunky technology that is not designed specifically for talent acquisition. Why is that? Talent acquisition needs its own technology and its own category of investment. This is something that clearly needs to change in order for companies to identify best-fit talent and develop competitive advantage. After all, Albert Einstein said it best when he quipped, insanity is doing the same thing over and over again and expecting different results. ■



Stop hiring turkeys! Keys to finding, hiring, and retaining top-level talent

Hiring mistakes are nothing to beat yourself up over. The ability to hire well is a skill; fortunately, it is a learnable one.

It's also one you should put at the top of your must-do list. Turnover is annoying, disruptive, and incredibly expensive—by now, everyone has seen the oft-cited statistic that it costs 200% of a departing employee's salary to replace that person.

Whether that number is accurate or not, there's no question that turnover is costly in many ways and that sound hires more than pay for themselves many times over. Here are some strategies for getting it right.

WHY DO WE HIRE THE WRONG EMPLOYEES?

Nobody *wants* to hire employees who are a poor fit—so why does it happen so often, despite the best of intentions and a thorough recruiting process?

Mel Kleiman, founder of hiring consultancy Humetrics, offers six reasons:

- 1. Shortages.** There will never be a shortage of applicants, but there will always be a shortage of star employees. There are never enough truly high-caliber hires available, especially at the moment we need them.
- 2. Desperation hiring.** Most of the time, we hire someone when we have a need that must be filled

immediately. We don't have the luxury of time to really search for the best employees.

- 3. Turkeys disguise themselves as eagles.** In other words, even bad applicants can ace interviews. This happens a lot, and you may be surprised to know that quite often, poor employees actually do have good interview skills. "In most cases, they are absolutely better at interviewing than the people doing the interviewing. You know why? They get lots of practice," Kleiman explains.

In fact, it may not even be difficult to ace an interview because interviewers work to put the interviewee at ease. Interviewers often start the interview by telling

the interviewee what the company is looking for, and the interviewee simply has to parrot it.

- 4. Eagles sometimes look like turkeys.** In other words, first impressions can be wrong. “Most of us make a decision whether we like somebody or not in the first 14 seconds. And if we don’t like them, we look for reasons not to hire them,” Kleiman warns.

If we’re not careful, this propensity to make a snap judgment can easily make us overlook someone who would have been a good employee had we given him or her the chance.

“ Sometimes we want so badly to hire the ‘perfect’ employee that we dismiss everyone we see. Everyone has flaws. What we should be looking for is the best possible fit that will work.”

- 5. Interviewers are not trained.** Sometimes, interviewers don’t have a structured set of interview questions that will truly help them get the information they need. Often, the interviewer is simply the supervisor who will be working with the employee, and he or she has to learn interview skills by trial and error.

When you look at this situation from the outside, it’s easy to see

that it’s not ideal for finding the best employee.

- 6. Not setting the bar high enough—or setting the bar too high.** Sometimes, we accept mediocrity because we need to fill the position. And sometimes we want so badly to hire the “perfect” employee that we dismiss everyone we see. Everyone has flaws. What we should be looking for is the best possible fit that will work, says Kleiman.

LACK OF SKILLS ISN’T GENERALLY THE PROBLEM

While turkeys come in many varieties, the main problem isn’t usually that they aren’t capable of doing the work. That’s only a problem a small percentage of the time, in fact.

Mark Murphy, founder and CEO of Leadership IQ, recently tracked 20,000 new hires. Within 18 months, 46% of them failed. And when these new hires failed, he says, it was due to the lack of necessary technical skills only 11% of the time.

The other 89%? Most of it boiled down to attitude. Here were the top four reasons for failure:

1. 26% couldn’t accept feedback.
2. 23% were unable to understand and manage emotions.
3. 17% lacked the necessary motivation to excel.
4. 15% had the wrong temperament for the job.

These statistics make sense in the context of Kleiman’s advice to hire for talent rather than for skills. You can always train for skills, but you can

never change a fundamentally poor attitude or bad fit.

QUESTIONS TO ASK BEFORE THE HIRE

While it’s important to ask the right questions during the interview itself—more on that below—it’s even more important to ask yourself some questions first. Here are seven that Kleiman advises if you’re looking to attract A-level talent to your organization:

- 1. Can we do this job differently, or can we stop doing this job altogether?** This is the first question a strategic partner asks, says Kleiman. How has the job changed? Should we keep doing it the way we are currently doing it? Should it be changed? Should it be outsourced?
- 2. Why would an A player want to work for us?** Do you have a list of 10 reasons an A player would want to work for you? You need this list, and once you have it, you should post it on every manager’s wall. Then, they are accountable for delivering on those reasons, says Kleiman.

How do you develop the list? Go to your best people, Kleiman says. Ask questions like, Why do they like to work here? What would make them leave? What could we do to make their jobs better? You can get this information by conducting “stay interviews.”

What’s the number one reason that A players quit? Management fails to deal with B players and C players who aren’t getting the job done, says Kleiman. Remember, he

says, A players never have to play on B-player teams.

In general, A players are looking for a great boss and great coworkers, opportunity, challenge and growth, a family friendly environment, and recognition.

3. **Are we really committed to having an A team?** Once you identify the top 10 reasons an A player would want to work for you, you then have to decide if you're willing to commit to delivering on those 10 items.
4. **How will we identify the A players?** You now have another challenge—developing a profile of an A player and figuring out what approach will allow you to identify these people during the application and interview process.
5. **Where are we going to find the A players we need?** Where are those A players? They're most likely working for someone else rather than unemployed and job-hunting. How will you ferret them out? Also, don't forget that the number one source of great employees is stars who have left your company and someday want to come back. Do you have a process for staying in touch with these people?
6. **Why would an A player want to work for that manager?** Be honest—is your hiring manager a type who will successfully manage an A player?
7. **What will we do or what are we doing to retain our A players?** Finally, says Kleiman, ask yourself what you are doing to

retain the A players you have (or will have).

LAYING THE GROUNDWORK

Anyone who's been in HR more than 10 minutes has experienced the unnerving feeling of being on the receiving end of a deluge of applications as soon as a job opening is announced—only a tiny fraction of which, of course, are even remotely viable. Here are a few ways to quickly narrow down the pile:

1. **Throw up some hurdles.** Request a cover letter always, and ask that it include some specifics, e.g., Please include the names and phone numbers of three references. Tell us in one sentence or less why you want to work here. What do you like best about your current position?
2. **Immediately eliminate any applicant who fails to follow your instructions.** It doesn't matter how strong the rest of the application seems—applicants who aren't motivated or detail-oriented enough to follow your instructions during the job-application process (a time during which everyone should be on his or her best behavior) are not going to be good employees, period. This is one rule you should not ignore.
3. **Immediately eliminate any applicant who lacks a stated job prerequisite.** This means, of course, that you should carefully consider which qualifications are most important to you before you post the job opening. Again, don't make exceptions here without a truly compelling reason; they generally come back to bite you later on.

4. **Read all cover letters closely.** Even if a job doesn't involve writing duties of any kind, cover letters tell you a great deal about an applicant—oftentimes more than the résumé does.

“ Applicants who aren't motivated or detail-oriented enough to follow your instructions during the job-application process are not going to be good employees, period.”

5. **Watch out for red flags.** Make note of any inconsistencies in a candidate's application and/or résumé, such as unexplained gaps in employment.
6. **Schedule a preliminary phone interview.** This is a great time to ask about any of those red flags, as well as to clarify anything else in the application that would warrant further consideration or immediate disqualification. Have the applicant call you for this interview rather than the other way around. That way, you can quickly eliminate anyone who calls in late—or not at all.
7. **Always check references.** You may feel that this is a waste of time, given how close-lipped most litigation-fearing past employers tend to be. Check them anyway. At the least, if problems surface later (e.g., violence), you'll be able to say you tried.

ACING THE INTERVIEW (FROM THE HIRING SIDE OF THE TABLE)

Congratulations! You have successfully winnowed your huge pile of applications down to a manageable number of finalists you'd like to meet in person. Here's where the rubber really meets the road in terms of finding employees who will work out for the long haul.

Behavioral interviewing doesn't work anymore, says Kleiman. There are too many "How to Ace the Behavioral Interview" videos on YouTube.

Try this interview question instead, Kleiman suggests: "On a scale of 1 to 10, how would you rate yourself on [skills, teamwork, etc.]? 8.5? What makes you an 8.5? What would it take to get you to rate a 9?"

Never write down something negative at the time an applicant says it, says Kleiman. The person is watching your body language and will become unnerved; he or she won't share anything else after that. It's a better tactic to wait until the applicant says something positive, and then write down the negative thing, Kleiman suggests.

"Tell me about your last job" is a good question, Kleiman says, but it's for the phone screen. At the interview, ask, "Tell me about the first thing you did to earn money." "And then you moved on ...?" This will be much more interesting than what the person says about the most recent job.

ONCE YOU'VE GOT THEM, HOW DO YOU KEEP THEM?

When the managers of A players retain poor performers, Kleiman says, the A

players are watching. If B- or C-level performance is acceptable, the A players start thinking, "It's time to leave."

If you get rid of a few at the bottom, the rest will improve, says Kleiman.

Another problem with hanging onto C-level players: If you keep them around, both HR managers and line managers spend most of their time at the bottom of the heap, dealing with turkeys, when what they should be doing is spending their time at the top with the A players.

And, of course, the third problem with C players is that teams don't win with C players, Kleiman says.

WHO ARE YOU LETTING IN THE DOOR?

Sam Walton once said that the most important decision managers make is "who they allow in the door," notes Kleiman. The problem is that most hiring managers try to pick the best applicant. That's a mistake, Kleiman says. If you focus on the best applicants, you'll hire great applicants, but they may well be turkeys as employees, he says, and turkeys are hard to get rid of.

Smart managers focus on hiring the best employee, not the best applicant.

HIT THE GROUND RUNNING, AND KEEP THE LINES OF COMMUNICATION OPEN

As they say, you only get one chance to make a first impression. And a star employee has just one first day at your organization.

When the employee gets home that evening and is invariably asked, "How

did your first day go?" What is he or she going to say? You want him or her to say, "It was amazing!" But that's not likely to happen in the crush of first-day paperwork and discombobulation unless your managers make it a priority to create a fantastic first-day experience.

Additionally, as the employee's tenure with you continues, make "stay interviews" a regular part of the routine. Why wait until good people leave to have an interview with them about their experiences at your organization? Meet with your best employees, Kleiman recommends, and ask:

- Why do you work here?
- What would make you leave?
- What can I/we do to make your job better? ■



YOUR EXPERT:
Mel Kleiman,
founder of hiring
consultancy
Humetrics

Mel Kleiman's expertise is based on his experience as the former owner of three different businesses as well as his subsequent 30-plus years of research, consulting, systems design, and training work to help employers implement effective and efficient employee recruiting, selection, and retention systems.

Mel also serves as a board member for the National Restaurant Association Educational Foundation and for the Workforce Institute and has authored five books including the bestselling *Hire Tough, Manage Easy*.

When recruiting becomes raiding: How to avoid illegal recruitment practices

Finding experienced, skilled workers is often difficult, especially since they are usually already employed by another company. Looking to other employers' workforces for help is particularly attractive since those employees have already received valuable training and experience.

The temptation to recruit other companies' employees, however, is not without risk. Indeed, recruiting from other companies—often called raiding—can expose you to significant liability. Just last spring, for instance, in New York, a Putnam County-based corporation filed a lawsuit seeking more than \$3 million for employee raiding.

Because you already face enough potential liability from your current workforce, you should take the necessary precautions to avoid further liability from other employers for soliciting their employees.

WHAT RECRUITMENT ACTIONS CAN LEAD TO RAIDING LIABILITY?

The extent of your potential raiding liability depends on whether you are recruiting employees who have employment contracts with their current employers. Coercing those employees to break their contracts

may subject you to liability for wrongful interference with contractual relations.

More important, an employee's contractual obligations may entail more than just promising to work for a specified period of time. For example, the contract may prohibit employees from competing against the current employer, revealing trade secrets, or soliciting other employees. Thus, you must ask job candidates whether they are subject to any employment contracts and carefully review those agreements to avoid interfering with them.

Recruiting at-will employees is much easier, obviously, because they have no employment contracts with which to interfere. As you know, at-will employees aren't hired for any specific time period and can quit or be fired for any reason.

Recruiting at-will employees, however, is still not without risk. Generally, you can't be held liable for soliciting an at-will employee unless the reason for the solicitation is to injure the competitor or is "dishonest or unfair." Practically speaking, you may incur liability when you act to harm the other employer. For instance, hiring a significant percentage of a competitor's employees simply to put the company out of business is an example of dishonest or unfair conduct. Other evidence that you recruited employees simply to harm the other employer may include:

- Using violence, fraud, or misrepresentation to force

employees to leave their current employer; or

- Hiring employees and putting them on leave instead of actually putting them to work.

You may also be liable to other employers for the solicitation of either at-will or contractual employees if you aid those workers in breaching their duties of loyalty to their current employers. "Duty of loyalty" is a fancy term for employees' obligation to act in the best interests of their employer. Aiding in the breach of that duty can take the form of accepting trade secrets or confidential information belonging to the other employer or encouraging the recruited employee to solicit other employees from the other employer.

Notably, you may be guilty of aiding employees in breaching their duty of loyalty without even encouraging them to act improperly. Failing to act when an employee uses confidential information while working for you, for example, may cause the other employer to file raiding charges against you.

WHAT STEPS CAN YOU TAKE TO AVOID RAIDING LIABILITY?

While most of you are not actively engaged in raiding practices to gain an advantage over your competitors, you may still face raiding liability simply for recruiting or considering potential employees who are employed at the time of the recruitment. To avoid raiding liability regardless of your motives, you should consider adhering to the following principles:

- Don't target one company for new hires, because that would show an intent to raid that company.
- Advertise available jobs in appropriate publications to show that your primary motivation is to find employees with the required experience and talent—and not to injure a particular employer.
- In an interview, make it clear to the job candidate that you will not accept confidential information or trade secrets from other employers. If you become aware that employees are using confidential employer information at work, advise them to stop at once.
- Explain that you don't want the job candidate to solicit employees from other employers. After the employee leaves the original employer, solicitation of other employees is appropriate unless the new hire is subject to a contract prohibiting that kind of solicitation.
- Ask all job candidates if they are subject to any employment contracts. If so, ask to see a copy of the contracts, and review them to determine if hiring the employees would interfere with those obligations. Because employees may not always be forthcoming with that information, it is a good idea to keep a file of competitors' employment agreements as a reference to determine what potential obligations job candidates may have.
- If the job candidate agreed to work for the present employer for a specified term that has not yet expired, you should refrain from hiring the worker until the term expires.
- When the employee is subject to other contractual obligations, such as covenants not to compete or prohibitions on using inventions created during employment, you should consider whether the covenant is enforceable. If so, you should either not hire the employee or hire him or her subject to the contract limit. Even if the contract isn't enforceable, you should weigh fighting a legal battle over its enforceability against the value of hiring him or her.
- If an employee voluntarily seeks a job from you without any solicitation, ask him or her to sign a statement that he or she voluntarily sought the job and wasn't induced or solicited in any way.

HOW CAN YOU PROTECT YOUR WORKFORCE FROM RAIDING?

Just as you should modify your recruitment practices to avoid potential raiding activities, you should ensure that your own employees are protected from other employers' raids. That is particularly important if you have a workforce with special skills and training that would be difficult to replace.

Because you enjoy greater protection against the solicitation of contractual employees, you should weigh the advantages of having the right to fire an employee at any time for any reason against having the leverage of (1) breach of contract claims against employees who leave before their term expires or violate other provisions of their contracts, such as noncompete clauses and (2) wrongful interference claims against raiding employers.

The employees' skills, the difficulty of replacing them, and the overall damage

to your business that would result if they left to go to a competitor are key factors in determining whether you should have an at-will or a contractual relationship with them.

Even a simple 1-year contract may deter employees from leaving prematurely and deter competitors from raiding important workers. Also, noncompete clauses and provisions prohibiting employees from using inventions or other projects created at work might help you protect your workforce from competitors.

BOTTOM LINE

While West Virginia's job market may not be as competitive as the one in Silicon Valley, the potentially large damages at stake for raiding employees require you to reevaluate your recruitment and hiring processes to determine if they may be running afoul of the law. The biggest danger of liability most likely doesn't come from an intent to drive your competitor out of business but, instead, from hiring employees without considering whether it may violate the rights of other employers.

As a result, you must be careful to (1) not focus on a particular workforce from which to recruit employees, (2) determine what employment restrictions employees have before hiring them, and (3) prohibit them from using confidential information or soliciting former coworkers employed by the former employer, regardless of the benefit you would enjoy.

Once you have modified your practices to avoid improper recruiting, you can change raiding liability from a legal pitfall to a powerful tool in protecting your own workforce. ■



10-minute trainer on legal issues in hiring

Avoid discrimination when you seek, interview, and hire employees.

- It's illegal to hire or make any employment decision based on age, race, color, religion, pregnancy, veteran status, sex, disability, or national origin.
- You can choose not to hire a person who does not meet the job's stated specifications, as long as those specifications are job-related.
 - Ability to use a particular accounting software program can be a job-related specification for an accounting job.
 - Being under the age of 50 or of the same sex as the others in the department is not a job-related specification for an accounting job.

Be aware of equal employment opportunity laws that affect hiring practices.

- You can't refuse to hire people because they are a particular sex, age, race, religion, etc. You also can't define a job by such characteristics as only for men, people under 40, etc.
- You can't make employment decisions based on a person's appearance, accent, or religious or ethnic background.

- You can't discriminate against a person on the basis of citizenship status. It is, however, illegal to hire illegal immigrants (undocumented workers).
- You can't make employment decisions based on a woman's current or potential future pregnancy.
- You can't pay women less than men for the same job or a job that requires equal skill, effort, and responsibility and that is performed under similar working conditions.
- You can't reject a qualified candidate with a disability for a job solely on the basis of the person's disability.
 - It is not discriminatory to select a candidate without a disability if that person has better qualifications than a person with a disability.
 - An applicant with a disability must be able to perform the "essential functions" of the job either on his or her own or with the help of "reasonable accommodation." However, an employer does not have to provide a reasonable accommodation that will cause "undue hardship," which is significant difficulty or expense.

Nondiscriminatory hiring practices provide access to the greatest pool of qualified candidates.

- The goal of hiring is to select the person best qualified to:
 - Perform the job's essential functions.
 - Contribute to the organization's success.

- Focus job descriptions, ads, and postings on the job's key tasks and responsibilities. Include experience and education requirements only as necessary.
- Review résumés and applications by focusing on the aspects that relate to the job opening. Avoid trying to read between the lines to identify a candidate's age or other non-job-related information.

Plan interviews carefully to avoid discriminatory questions.

- When you meet with candidates, focus preplanned questions and discussion topics on:
 - The skills and abilities required by the job
 - The applicant's qualifications for the job
- Avoid questions that could be considered discriminatory, such as:
 - "How old are you?" "When were you born?"
 - "Is English your native language?"
 - "Where is your last name from?"

- "Are you planning to have children?"
- "Do you have any serious health problems or restrictions?"

- Make hiring decisions based on objective criteria and not subjective judgments.

Applicable regulations:

Age Discrimination in Employment Act, Americans with Disabilities Act, Civil Rights Act Title VII, Equal Pay Act, Pregnancy Discrimination Act, Rehabilitation Act of 1973, Vietnam Era Veterans' Readjustment Assistance Act of 1974, The Uniformed Services Employment and Reemployment Rights Act of 1994

Summary:

The hiring process—from defining the job to selecting the candidate—must focus on performance-related qualifications. Discrimination is not only illegal but it also eliminates many of the best-qualified candidates from the job pool. ■

Quiz: What type of recruiter are you?

For the first time in history, there are four generations in the workplace, each with its own definition of work and career expectations. With the rise of the Millennials, technology, and social media, it has become increasingly difficult to recruit in our noisy, 24/7 connected culture.

Finding talent for your organization is an ongoing process, and it is more proactive than ever before. Recruiters work to attract and maintain a pool of potential candidates, and they do it through social media and other Web-based resources.

Change is inevitable, but the evolution of your recruiting strategy must be intentional to strengthen your organization's bench of future leaders. So the question becomes: are you "Classy Old School," "With-It New School," or "Cutting Edge" when it comes to recruiting top talent?

Click the link, and take this fun, short quiz to see what type of recruiting style you use.

<http://RecruitingDailyAdvisor.BLR.com/quiz/quiz-type-recruiter/>



Digital discrimination: Targeted ads don't reach all potential applicants

“Help Wanted” ads have evolved significantly since the Age Discrimination in Employment Act (ADEA) was first enacted in 1967—from classified ads in the local newspaper, to listings on company websites and online jobs sites like ZipRecruiter.com and Indeed.com. With the recent advent of advertising on social media platforms, the recruiting landscape has changed even further.

Some employers have hailed the ability to target hiring ads on social media to specific demographics as an efficient use of their recruiting dollars, but the new recruiting tool has caused some job applicants to cry foul.

TARGETED ADS ON FACEBOOK LEAD TO FEDERAL LAWSUIT

In December 2017, the Communications Workers of America

and three individuals brought a class action lawsuit in federal court in California against several large companies, including T-Mobile US Inc. and Amazon.com, Inc., alleging the companies are discriminating against older workers by limiting the audience for their employment ads on Facebook to younger users.

They claim the practice violates state and local laws as well as the

ADEA, the federal law that prohibits employers and employment agencies from discriminating in job advertising, recruiting, hiring, and other employment opportunities based on age.

The individuals who joined in the lawsuit, recently unemployed workers over the age of 40 who use Facebook, claim they have been denied the opportunity to view certain employment ads on the social media platform simply because of their age. And because they couldn't view the ads, they couldn't apply for the jobs.

The lawsuit specifically cites an employment ad from T-Mobile Careers that features a photo of a young adult man with the headline “Become an Expert” and the caption “Launch a Customer Care career with the Un-carrier.” Viewers who were curious

about why the unsolicited ad was appearing on their Facebook feed could access a pop-up box that provided several reasons, including “T-Mobile Careers wants to reach people 18 to 38 who live or were recently in the United States.”

MICROTARGETING MADE POSSIBLE ON SOCIAL MEDIA

The practice of targeting Facebook users through certain demographics or shared interests is called microtargeting, and proponents of the advertising strategy say it’s what makes online advertising both efficient and effective. Some employment ads on Facebook have even targeted applicants using multiple criteria, including geography, as a way to narrow the field even further.

One Facebook pop-up disclosure said a transportation and logistics company wanted to “reach people ages 18 to 24 who live or were recently near Allentown, Pennsylvania,” while another wanted to “reach people ages 25 to 36 who live or were recently near Washington, District of Columbia.” Even employment ads for Facebook, advertised on the company’s own platform, have been cited for microtargeting.

Facebook was mentioned by name in the recent lawsuit, but the social media giant isn’t alone in its ability to microtarget audiences. LinkedIn and Google also offer advertisers the ability to microtarget specific audiences based on a number of criteria. In response to the federal lawsuit and to media inquiries, though, the platforms and a number of companies have

revised their online job postings and practices.

NEXT STEPS FOR EMPLOYERS

The ability to narrowly focus a search for job applicants may appear to be an efficient use of recruiting resources, but the practice goes against the intent of the ADEA. The federal age discrimination law, which covers individuals who are 40 or older, expressly applies to hiring, stating that it’s unlawful for an employer “to fail or refuse to hire” any individual because of his age. Disappointed applicants often sue, claiming they weren’t hired because of their age.

While it’s important to note that an executive at Facebook has claimed

its own age-targeted ads are part of a broader recruitment strategy designed to reach all age groups, that defense has yet to play out in court. In the meantime, employers need to understand that online job postings are no different from ads published in a local newspaper.

Consequently, you should audit your online job postings and other recruiting materials for any age-specific references or placements that may limit access to younger viewers. You should also make sure your overall recruiting strategies include job advertisements in media that individuals of any age can receive or access. ■

Avoiding age discrimination: Tips for the job post

1. Be careful where you advertise. Intentionally or unintentionally excluding specific age groups is an easy way to appear to be discriminatory against older jobseekers. This could include posting only on social media, narrowing targeting based on interest, or advertising only at local universities.
2. Word choice matters. In the job post, be careful not to use words that exclude some older applicants by default. For example, instead of saying “digital native” or “recent graduate” or similar terms, simply describe exactly what you need the person to be able to do.
3. Be specific and realistic on requirements. List any specific physical and mental stipulations of the job as part of the post, but ensure that they truly are required. In other words, don’t say that the job requires standing 8 hours and lifting 70 pounds frequently if it does not or if there are workarounds available.
4. Consider posting the salary up front. Some employers are quick to dismiss a more experienced candidate who they assume will not be willing to work for the salary on offer. If the salary is listed in the job post, there’s a much greater assurance that the person applying will be willing to work for that amount.

Company pays \$3 million to settle negligent hiring suit

Over the past year, a lot has happened to assist people with criminal convictions in finding employment. Many states and local governments have passed laws that prohibit employers from asking about a job applicant's criminal past until later in the application process, and there are federal tax credits for employers that hire previously convicted felons. The commonwealth has "banned the box" on state employment applications, and a number of Virginia counties and cities have prohibited questions that require job applicants to reveal past criminal convictions.

Not surprisingly, the efforts to lessen barriers to employment for people with criminal convictions have drawn vocal support and heated criticism. That debate will rage on in light of a recent lawsuit arising out of a physical assault in Southwest Virginia that left the victim permanently disabled and the perpetrator in a maximum security prison.

DRIVER PHYSICALLY ASSAULTED

The victim of the assault was a truck driver who was traveling on I-81. According to him, the altercation began when he tried to merge into another lane but was prevented from doing so by the driver of another truck that was already in the lane.

The two drivers exchanged comments over their CB radios. Eventually, they pulled over on the side of the road to confront each other face-to-face. They argued until the victim started walking

back to his truck. At that point, the other truck driver attacked and struck him in the head with a hammer.

The truck driver fled the scene, leaving his victim unconscious on the side of the highway. The victim was discovered by other truck drivers and transported to the hospital. He suffered a traumatic brain injury that requires physical therapy and prevents him from driving.

The local authorities found the truck driver several miles away from the site where the attack occurred and arrested him for the crime. Although he claimed that he acted in self-defense because he believed the victim was returning to his truck to get a weapon, the attacker was convicted and sentenced to prison.

WHAT THE EMPLOYER KNEW

The victim brought suit against the truck driver's employer, asking for

compensatory and punitive damages based on the company's negligence in hiring him and its liability for his wrongful actions. During the course of the litigation, it was revealed that not only did the company know the truck driver had a prior criminal conviction for conduct strikingly similar to what happened in this case, but the company's top executive had approved his hiring.

The company asserted that it hired the truck driver based on its belief that everyone deserves second chances. However, others involved in the case wonder whether the real motivation for the hire was the federal tax benefits extended to employers that hire employees with felony convictions.

“Not surprisingly, the efforts to lessen barriers to employment for people with criminal convictions have drawn vocal support and heated criticism.”

Before the case went to trial, the company offered to settle the victim's lawsuit with a \$3 million payment (its insurance policy limits). The case settled for that amount, and the litigation has ended.

BOTTOM LINE

There certainly are good public-policy reasons to encourage the hiring of people who have paid their debt to society for their unlawful conduct. Nonetheless, as this lawsuit filed by the victim of a physical attack confirms, a company that hires someone with a criminal history has a legitimate concern that it may be sued if he or she commits any type of crime or infraction during the course of his or her employment.

Hiring decisions have always been some of the most important decisions you make. The rapidly changing social and legal environment simply adds to the importance, complexity, and scrutiny of those decisions. Review your employee selection procedures to ensure that you're complying with all relevant federal, state, and local laws. Give careful consideration to choosing the right employee for the job.

Although an employer will often be found liable for its employees' on-the-job conduct regardless of their criminal

history, you still must be especially diligent in your hiring practices. If a job applicant has a criminal history, consider the nature of the crime and when it occurred, and assess whether the unlawful activity would disqualify him or her or render him or her incapable of performing the job. If you have concerns, address them with the applicant. Through careful employee selection, you can maximize the benefits to your company and minimize the possibility of lawsuits. ■

6 tips for legally using social media to build your workforce

1. Treat social media like an interview. A potential recruit's social media profile is like an extension of the job interview. You may not try to draw out certain information from a job candidate in an interview. The same information is also off-limits on social media.
2. Wait for the interview. Conducting social media background checks only on job applicants who make the cut after the face-to-face interview reduces the number of people who might file a legal challenge against you.
3. Create a "firewall." Have someone who's not involved in the hiring decision conduct your social media searches and pass on only the information that decision makers are legally allowed to consider. Note that if you outsource social media background checks, you must obtain the consent necessary to comply with the Fair Credit Reporting Act (FCRA).
4. Be consistent. Follow a uniform process for everyone on whom you conduct a social media background check. For example, search the same social networks at the same point in the process for each candidate.
5. Create a record. Document your social media search and recruiting procedures, and keep records of the information you post on social networks, the searches you conduct, and the information you collect from searches.
6. Respect privacy. Comply with applicable social media password request laws, and don't use illegal or deceptive methods to gain access to social media information that a potential recruit has blocked from public access.



Walking the line between hiring only authorized workers and violating the discrimination laws

Recently, we began looking at how employers usually violate immigration-related discrimination rules during the hiring process. Now, we examine two situations in which you must avoid discrimination while fulfilling your obligation to hire only authorized workers.

SITUATION #1

ABC Resort is a beautiful, large, new resort in the Utah mountains. Some of its managers heard about Immigration

and Customs Enforcement (ICE) raids a few years ago at other resorts and wanted to ensure they don't hire undocumented workers. The HR manager instituted a policy of hiring only U.S. citizens.

When implementing the policy, HR staff didn't advertise that the resort hires only U.S. citizens, but they were trained to detect and reject anyone who sounds "foreign" during the interview process. There was one exception: the resort continued to sponsor visas for a very important group of seasonal European ski instructors it hired through the H-2B visa program. The H-2B visa program is a source of so many great ski instructors who are able to live on the premises and are always

available to work, so ABC Resort decided not to go through the hassle of hiring the American ski instructors who applied for jobs.

“ HR staff didn't advertise that the resort hires only U.S. citizens, but they were trained to detect and reject anyone who sounds 'foreign' during the interview process.”

ABC Resort hasn't hired any undocumented workers, so should it be concerned about violating any

immigration laws? Yes. The U.S. Department of Justice, Civil Rights Division, Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC) works to ensure that employers don't discriminate against employment-authorized individuals based on their citizenship, immigration status, or national origin in violation of the antidiscrimination provision of the Immigration and Nationality Act (INA). Following an investigation, employers found to be engaging in discriminatory activity may be assessed civil penalties and damages for back pay.

In a recent OSC investigation with similar facts, an employer agreed to pay \$18,550 in back pay to a non-U.S. citizen and \$3,200 in civil penalties after the employer instituted a policy of refusing to hire anyone it believed wasn't a U.S. citizen, which led its HR personnel to reject all applicants who sounded or appeared foreign. In another OSC case, an employer agreed

to pay \$59,617 in back pay to six lawful permanent resident applicants and \$2,250 in civil penalties after showing a preference for hiring H-2B temporary visa holders over U.S. citizens and lawful permanent residents.

SITUATION #2

Acme Manufacturing builds expensive widgets in its Utah facilities. Because its products are so expensive, Acme conducts thorough background checks on all of its workers. It hires workers who are foreign nationals or who have lived abroad.

Acme recently interviewed a lawful, permanent-resident worker (with a U.S. green card) who lived outside the United States for the last 5 years. Because the applicant didn't have a recent U.S. federal or state security history, Acme required him to pay an extra \$350 so it could conduct an international background check. Also, Acme's legal counsel cautioned that the worker still may not be eligible for a

green card (i.e., a permanent resident card) because he lived outside the United States for so long.

“ Remember, employees can present any document they choose during the I-9 process as long as it's on the list of approved documents.”

Is there a problem with charging a job applicant more for a foreign background check? Yes—it constitutes national origin discrimination. How about trying to ensure that a worker who says he or she has a green card really does so you can be sure that worker is still eligible to work in the United States? That creates another problem. Remember, employees can present any document they choose during the I-9 process as long as it's on the list of approved documents. So, if a new employee provides a state driver's license and an unrestricted Social Security card, he or she isn't required to present a green card to satisfy the List A requirement, even if he or she indicated permanent residency in Section 1 of the I-9.

BOTTOM LINE

Employers are not expected to be immigration police. Use good legal counsel, and be careful not to overthink immigration rules. The I-9 process exists to give employers an approved method of ensuring their employees are authorized to work in the United States. ■



Can you refuse to hire someone for speaking out against discrimination?

The Washington Supreme Court recently held that job applicants have a claim under the Washington Law Against Discrimination (WLAD) when a prospective employer refuses to hire them in retaliation for their opposition to discrimination by a different employer.

FACTS

In 2006, the Waterville School District hired “Alfred” as a math teacher. While working there, he filed multiple grievances regarding hostile and abusive actions by his students. Among other things, he described being called a chink, a communist, and gay.

Alfred eventually sued the school district in federal court, alleging that instead of attempting to remedy the situation, Waterville retaliated against him for filing the grievances by attempting to discharge him. After the district court denied Waterville’s request to dismiss the case without a trial, the parties settled, and Alfred resigned.

Three months after resigning, Alfred applied for a teaching position with the North Central Educational Service District (ESD). He was one of three candidates interviewed, but ESD ultimately hired a different candidate, whom Alfred claimed was less qualified. Members of ESD’s hiring committee were aware of Alfred’s lawsuit against Waterville when they made the hiring decision.

Alfred sued ESD, alleging that it had refused to hire him in retaliation for his previous lawsuit, thereby violating the WLAD’s antiretaliation statute. Following a jury trial, he prevailed on his WLAD antiretaliation claim and was awarded damages.

At ESD’s urging, the Washington Supreme Court later certified the following question: “Does [WLAD’s antiretaliation statute] create a cause of action for job applicants who claim a prospective employer refused to hire them in retaliation for prior opposition to discrimination against a different employer?”

COURT’S OPINION

The supreme court held that the WLAD’s antiretaliation provision *does* create a claim for applicants who allege that a prospective employer refused to hire them in retaliation for prior opposition to discrimination against a different employer. The statute provides in full:

It is an unfair practice for any employer, employment agency, labor union, or other person to discharge, expel, or otherwise

discriminate against any person because he or she has opposed any practices forbidden by this chapter, or because he or she has filed a charge, testified, or assisted in any proceeding under this chapter.

“ [A]n employment action is adverse if it is harmful to the point that it would dissuade a reasonable employee from making complaints of sexual harassment or retaliation.”

Among other things, ESD argued that the statute’s reference to “employer” should be limited to an employee’s *current* employer because the words “discharge” and “expel” contemplate an existing employment relationship. The supreme court rejected that argument, concluding that the list of prohibited activities referenced by ESD is nonexclusive and that under a plain reading of the statute, a prospective employer easily fits within WLAD’s broad definition of “employer.”

In reaching its decision, the court cited favorably a Washington Court of Appeals case that held that “[a]n employment action is adverse if it is harmful to the point that it would dissuade a reasonable employee

from making complaints of sexual harassment or retaliation.” The court reasoned that if prospective employers were allowed to engage in retaliatory refusals-to-hire, a reasonable employee might well be dissuaded from opposing discriminatory practices for fear of being unofficially “blacklisted” by prospective future employers.

DIFFERENCE FROM WORKERS’ COMPENSATION RETALIATION PROTECTION

In reaching its holding, the supreme court refused to extend *Warnek v.*

ABB Combustion Eng’g Servs., Inc., in which it had previously held that the antiretaliation provision found in Washington’s workers’ comp statute doesn’t create a claim for former employees who allege that their former employer refused to rehire them in retaliation for having previously filed workers’ comp claims in another state.

The court reasoned that there were “clear factual differences” between the two cases and that “a close comparison of the language of [the workers’ comp statute] and [the WLAD]

... shows that the latter condemns retaliation even more forcefully.”

The court did recognize, however, that the scope of the WLAD is limited. It likely doesn’t protect against *all* potential adverse actions taken by an employer.

“ You need to be aware that you can now be sued by applicants who claim that you refused to hire them for opposing a previous employer’s discriminatory practices.”

For example, the court remarked that it “does seem unlikely that the statute contemplates a cause of action against someone who engages in retaliatory discrimination against a purely social acquaintance in a purely social capacity, even if the discriminator otherwise happens to be an employer.”

TAKEAWAY FOR EMPLOYERS

You need to be aware that you can now be sued by applicants who claim that you refused to hire them for opposing a previous employer’s discriminatory practices. As a result, if you become aware that an applicant previously opposed alleged discrimination by a different employer, you must be sure to carefully document the reasons for your decision to deny employment in case it’s later challenged in court. ■



Analyzing hiring costs checklist

The more questions to which you answer “Yes,” the more you analyze the cost of hiring employees and the greater use you make of the information obtained.

	YES	NO
GENERAL		
Is one person or one department responsible for analyzing hiring costs?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have stated goals with regard to the cost of hiring new employees?	<input type="checkbox"/>	<input type="checkbox"/>
Are these goals in writing?	<input type="checkbox"/>	<input type="checkbox"/>
Do you analyze the cost of hiring new employees?	<input type="checkbox"/>	<input type="checkbox"/>
Does your analysis include:		
Salaries or fees for any recruiters?	<input type="checkbox"/>	<input type="checkbox"/>
Advertising for new employees?	<input type="checkbox"/>	<input type="checkbox"/>
Hours spent interviewing and testing new employees?	<input type="checkbox"/>	<input type="checkbox"/>
Compensation paid to current employees for interviewing and testing new hires?	<input type="checkbox"/>	<input type="checkbox"/>
Number of new hires made in a year?	<input type="checkbox"/>	<input type="checkbox"/>
Average training time for new hires to learn how to do their jobs efficiently?	<input type="checkbox"/>	<input type="checkbox"/>
Cost of training in terms of compensation paid to new hires?	<input type="checkbox"/>	<input type="checkbox"/>
Increase (or decrease) in compensation due to new hires?	<input type="checkbox"/>	<input type="checkbox"/>
Reason you need to hire a person (e.g., turnover, increased sales, increased customer complaints)?	<input type="checkbox"/>	<input type="checkbox"/>
Amount of raise (if any) that would have caused the employee you are replacing to stay?	<input type="checkbox"/>	<input type="checkbox"/>
Cost of any temporaries hired to perform services while looking for a replacement of an employee?	<input type="checkbox"/>	<input type="checkbox"/>
Is this analysis performed at least yearly?	<input type="checkbox"/>	<input type="checkbox"/>
Do you use the analysis to evaluate your:		
Goals?	<input type="checkbox"/>	<input type="checkbox"/>
Policies?	<input type="checkbox"/>	<input type="checkbox"/>
Budgets?	<input type="checkbox"/>	<input type="checkbox"/>

Analyzing hiring costs checklist continued

	YES	NO
Do you use the analysis to evaluate and reward:		
Your managers?	<input type="checkbox"/>	<input type="checkbox"/>
Your recruiters?	<input type="checkbox"/>	<input type="checkbox"/>
The person responsible for the analysis?	<input type="checkbox"/>	<input type="checkbox"/>

BUDGETS

Do you have a budget for the:		
Training department?	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting department?	<input type="checkbox"/>	<input type="checkbox"/>
Personnel department?	<input type="checkbox"/>	<input type="checkbox"/>
Do you analyze those budgets for:		
Being over budget?	<input type="checkbox"/>	<input type="checkbox"/>
Being under budget?	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency?	<input type="checkbox"/>	<input type="checkbox"/>

FACTORS TO ANALYZE

Do you know the sources of your applicants?	<input type="checkbox"/>	<input type="checkbox"/>
Do you analyze the number of successful applicants based on the cost of the mechanism used to recruit them?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know whether the most successful applicants are recruited by:		
Internet/online advertisements?	<input type="checkbox"/>	<input type="checkbox"/>
Social media?	<input type="checkbox"/>	<input type="checkbox"/>
Newspaper advertisements?	<input type="checkbox"/>	<input type="checkbox"/>
Word of mouth?	<input type="checkbox"/>	<input type="checkbox"/>
Bulletin board postings?	<input type="checkbox"/>	<input type="checkbox"/>
Outside recruiters?	<input type="checkbox"/>	<input type="checkbox"/>
Internal recruiters?	<input type="checkbox"/>	<input type="checkbox"/>

Analyzing hiring costs checklist continued

	YES	NO
Radio advertising?	<input type="checkbox"/>	<input type="checkbox"/>
Television advertising?	<input type="checkbox"/>	<input type="checkbox"/>
Referral from placement offices of educational institutions?	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>
Do you know the cost of:		
Internet/online advertisements?	<input type="checkbox"/>	<input type="checkbox"/>
Newspaper advertisements?	<input type="checkbox"/>	<input type="checkbox"/>
Word-of-mouth advertising?	<input type="checkbox"/>	<input type="checkbox"/>
Bulletin board postings?	<input type="checkbox"/>	<input type="checkbox"/>
Outside recruiters?	<input type="checkbox"/>	<input type="checkbox"/>
Internal recruiters?	<input type="checkbox"/>	<input type="checkbox"/>
Radio advertising?	<input type="checkbox"/>	<input type="checkbox"/>
Television advertising?	<input type="checkbox"/>	<input type="checkbox"/>
Referral from placement offices of educational institutions?	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>
Do you realize these costs in terms of the:		
Number of applicants generated?	<input type="checkbox"/>	<input type="checkbox"/>
Number of applicants hired?	<input type="checkbox"/>	<input type="checkbox"/>
Length of time the persons hired work for you?	<input type="checkbox"/>	<input type="checkbox"/>
Success of the persons hired?	<input type="checkbox"/>	<input type="checkbox"/>

Employment planning checklist

The more questions to which you answer “Yes,” the greater the care you take in planning for your employment needs.

	YES	NO
GENERAL		
Do you engage in employment planning?	<input type="checkbox"/>	<input type="checkbox"/>
Have you created a budget based on your projections for new employees and compensation?	<input type="checkbox"/>	<input type="checkbox"/>
Is that budget realistic?	<input type="checkbox"/>	<input type="checkbox"/>
Has employment planning been accurate in the past?	<input type="checkbox"/>	<input type="checkbox"/>
If employment planning has not been accurate in the past, have you taken steps to correct the inaccuracies?	<input type="checkbox"/>	<input type="checkbox"/>
PLANNING FACTORS		
Does your employment planning take into account:		
Changes in the applicant pool?	<input type="checkbox"/>	<input type="checkbox"/>
Any union contracts?	<input type="checkbox"/>	<input type="checkbox"/>
Any economic changes (e.g., increases in minimum wage, increases in required benefits)?	<input type="checkbox"/>	<input type="checkbox"/>
POLICY		
Is there one person or one department responsible for your employment planning?	<input type="checkbox"/>	<input type="checkbox"/>
Is that responsibility included in the evaluation of that individual or department?	<input type="checkbox"/>	<input type="checkbox"/>
Are all department heads involved in employment planning?	<input type="checkbox"/>	<input type="checkbox"/>
Is employment planning actually implemented by:		
Recruiters?	<input type="checkbox"/>	<input type="checkbox"/>
Trainers?	<input type="checkbox"/>	<input type="checkbox"/>
Managers?	<input type="checkbox"/>	<input type="checkbox"/>
Human resources department?	<input type="checkbox"/>	<input type="checkbox"/>

Employment planning checklist continued

	YES	NO
RECRUITING		
Do you know how many employees you will need during the next year?	<input type="checkbox"/>	<input type="checkbox"/>
Do you know the qualifications for the positions that will be open during the next year?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a job analysis for each open position?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a job description for each open position?	<input type="checkbox"/>	<input type="checkbox"/>
Are sources of employees routinely reviewed for adequacy?	<input type="checkbox"/>	<input type="checkbox"/>
Are the tests used to screen applicants reviewed for:		
Unlawful discrimination?	<input type="checkbox"/>	<input type="checkbox"/>
Accuracy?	<input type="checkbox"/>	<input type="checkbox"/>
Job-relatedness?	<input type="checkbox"/>	<input type="checkbox"/>
Validity?	<input type="checkbox"/>	<input type="checkbox"/>
Have you analyzed the sources for recruiting employees?	<input type="checkbox"/>	<input type="checkbox"/>
Do you post jobs so that current employees can apply for open positions?	<input type="checkbox"/>	<input type="checkbox"/>
Have you avoided being overstaffed?	<input type="checkbox"/>	<input type="checkbox"/>
Have you avoided being understaffed to the extent that it impedes your performance?	<input type="checkbox"/>	<input type="checkbox"/>
Have you acquired information on competitive compensation for the open positions?	<input type="checkbox"/>	<input type="checkbox"/>

TRAINING

Have you considered training programs for current employees to enable them to fill some of the open positions?	<input type="checkbox"/>	<input type="checkbox"/>
Do you provide training to management concerning employment planning?	<input type="checkbox"/>	<input type="checkbox"/>
Do you provide training to recruiters concerning employment planning?	<input type="checkbox"/>	<input type="checkbox"/>

Recruitment authorization checklist

The more questions to which you answer "Yes," the more organized your recruitment of employees.

	YES	NO
GENERAL		
Is one person or one department responsible for recruitment authorization and planning?	<input type="checkbox"/>	<input type="checkbox"/>
Do you evaluate the success of your recruitment authorization and planning system?	<input type="checkbox"/>	<input type="checkbox"/>
Are those evaluations communicated to the individuals responsible for the recruitment?	<input type="checkbox"/>	<input type="checkbox"/>
Are the individuals responsible for recruitment authorization and planning rewarded on the basis of that evaluation?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a recruiting budget?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have an adequate budget for your recruitment procedure?	<input type="checkbox"/>	<input type="checkbox"/>
Are managers involved in planning your recruitment procedure?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a recruiting plan?	<input type="checkbox"/>	<input type="checkbox"/>
Is it in writing?	<input type="checkbox"/>	<input type="checkbox"/>
Does it state your recruiting goals?	<input type="checkbox"/>	<input type="checkbox"/>
POLICY		
Do you have a written policy on recruitment?	<input type="checkbox"/>	<input type="checkbox"/>
Does your policy result in an efficient requisition procedure?	<input type="checkbox"/>	<input type="checkbox"/>
Does your recruitment procedure:		
Detail selection methods to be used?	<input type="checkbox"/>	<input type="checkbox"/>
Comply with applicable laws prohibiting discrimination?	<input type="checkbox"/>	<input type="checkbox"/>
Provide reasonable accommodation for persons with disabilities? (42 USC 12102 <i>et seq.</i>)	<input type="checkbox"/>	<input type="checkbox"/>
Do you require:		
That a manager make a written request for new employees?	<input type="checkbox"/>	<input type="checkbox"/>
A job analysis for each new position recruited?	<input type="checkbox"/>	<input type="checkbox"/>
A job analysis for an existing position to be updated when employees are being recruited?	<input type="checkbox"/>	<input type="checkbox"/>

Recruitment authorization checklist continued

	YES	NO
Do you require:		
A new or updated job description when employees are being recruited?	<input type="checkbox"/>	<input type="checkbox"/>
That a requisition request by a manager be approved by human resources?	<input type="checkbox"/>	<input type="checkbox"/>
A manager who requests more people than specified in his or her budget to justify the request?	<input type="checkbox"/>	<input type="checkbox"/>
An explanation when compensation requested for recruitment is higher than what is specified in the budget?	<input type="checkbox"/>	<input type="checkbox"/>

FORMS

Does the recruitment form contain:		
Compensation range?	<input type="checkbox"/>	<input type="checkbox"/>
Qualifications (e.g., skills, knowledge, ability required)?	<input type="checkbox"/>	<input type="checkbox"/>
Required testing to determine qualifications?	<input type="checkbox"/>	<input type="checkbox"/>
Date the position becomes open?	<input type="checkbox"/>	<input type="checkbox"/>
Sources for applicants?	<input type="checkbox"/>	<input type="checkbox"/>
Job title?	<input type="checkbox"/>	<input type="checkbox"/>
Job description?	<input type="checkbox"/>	<input type="checkbox"/>
Supervisor?	<input type="checkbox"/>	<input type="checkbox"/>
Advertising copy?	<input type="checkbox"/>	<input type="checkbox"/>
Does your advertising copy state that you provide reasonable accommodation to persons with a disability during the recruiting process?	<input type="checkbox"/>	<input type="checkbox"/>
Does your recruiting advertisement provide an effective method for persons with a hearing or other disability to contact you?	<input type="checkbox"/>	<input type="checkbox"/>
Are your recruitment forms used to develop the evaluation forms for positions?	<input type="checkbox"/>	<input type="checkbox"/>

FACTORS CONSIDERED

Does your recruitment authorization take into account any union contracts?	<input type="checkbox"/>	<input type="checkbox"/>
Do you seek to identify new sources of qualified employees?	<input type="checkbox"/>	<input type="checkbox"/>

Recruitment authorization checklist continued

	YES	NO
Does your recruitment of employees take into account:		
Changes in the applicant pool?	<input type="checkbox"/>	<input type="checkbox"/>
Any union contracts?	<input type="checkbox"/>	<input type="checkbox"/>
Any economic changes (e.g., increases in minimum wage, increases in required benefits)?	<input type="checkbox"/>	<input type="checkbox"/>
Is your recruitment plan coordinated with:		
Any affirmative action obligation? (Executive Order 11246)	<input type="checkbox"/>	<input type="checkbox"/>
Your equal employment policy?	<input type="checkbox"/>	<input type="checkbox"/>
The goal of avoiding discrimination claims with respect to hiring?	<input type="checkbox"/>	<input type="checkbox"/>
Your employment planning?	<input type="checkbox"/>	<input type="checkbox"/>

BLR[®] ON-DEMAND WEBINAR

Cutting-edge recruiting tactics: How to stretch your candidate-sourcing skills beyond LinkedIn and Facebook

Recruiting is constantly evolving in the age of social media.

You have probably become skilled at getting the most out of popular sites such as LinkedIn and Facebook, but you run the risk of looking only where everybody else is looking.

According to a recent social recruiting survey by Jobvite[®], 94% of recruiters plan on using social media to find the best candidates. While LinkedIn and Facebook are obvious sources for connecting, there are other platforms and places that are ripe for making connections.

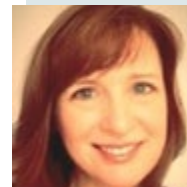
If you want cutting-edge candidates, you need to be where those candidates are working, innovating, and connecting online.

Use this on-demand webinar for a hands-on, tactical look at how to stretch your candidate-sourcing skills beyond the usual LinkedIn haunts. Our presenter will discuss the most effective new places to source top candidates online and will teach you

how to leverage all the online tools at your disposal to find and land that super new employee.

Participants in this on-demand webinar will learn:

- The state of social sourcing right now—which sites are getting the best traction and why.
- How to develop a broader strategy—if LinkedIn stopped working tomorrow, where would you go?
- How to use employee review sites such as Glassdoor[®] to your recruiting advantage.
- How visually based sites such as Pinterest and Instagram can play a role in your search strategy.
- What role up-and-coming content networks such as Snapchat may play.
- Ways to use your corporate blog to attract and source top candidates.
- How content marketing can play into your recruiting strategy.



YOUR PRESENTER:
Kelly Dingee
 Director of Strategic
 Recruiting
 Staffing Advisors

Kelly Dingee, a director of strategic recruiting at Staffing Advisors, is a regularly featured writer on the talent management blog “Fistful of Talent.” She has been sought out by publications like *HR Magazine*, *CNNMoney*, *The Washington Post*, *Workforce Management*, and on Mashable.com due to her sourcing and social media expertise. Her previous experience includes contract sourcing and corporate HR roles, as well as developing sourcing training programs.

- What’s on the horizon—the next big things that could be the top tools of the future.
- How you can measure your effort and results on social sites.
- And much more!

Product Code: YM6044

YOU CAN ACCESS THIS DIGITAL PROGRAM HERE:

www.HRHero.com/audio/seminars.cgi?60211:88481

RecruitCon

Groundbreaking Talent Strategies
for the Future of Business
May 10-11, 2018 | Nashville, TN

2018

Does your recruiting program have what it takes to beat out the competition for top talent?

Arm yourself with the tools and tactics to keep up with new trends, streamline hiring processes, sharpen interview skills, improve on-boarding, and more in just 2 days.

Recruiting is changing and businesses are hard-pressed to keep up.

Research shows that:

- An average of 10,000 Baby Boomers are retiring every day, so you need to be prepared to fill that job gap
- 79% of job seekers use social media in their job search, so you need a strong social strategy if you expect to land the talent you want
- By 2020, at least 55% of the workforce will be Millennial, so you should understand what unique qualities they look for in a position
- Employers on average spend \$4000 to fill an open position, so you need to make sure the hires you place are set up to last

Attendees at RecruitCon 2018 will learn proven best practices for:

- Leveraging algorithms over resumes to find the best match for your organization
- Fine-tuning your benefits package to attract (and keep) great talent
- Preparing for the legal and managerial challenges of the 'Human Cloud'—a more temporary and mobile workforce
- Building a recruiting operating system that really scales
- Understanding how the latest compliance imperatives will impact your talent acquisition policies
- Ramping up your recruiting initiatives on a budget
- Integrating video interviewing to completely revolutionize your hiring process
- And other proven strategies from the top talent acquisition experts in the country

Contact your representative for streamlined service:

To learn more, visit RecruitCon.BLR.com





2018 EVENT SCHEDULE



BLR offers an extensive portfolio of live, accredited events crafted to help professionals address their top challenges. Browse our annual conference line-up and make the decision to invest in your professional development today! Visit LIVE.BLR.com.

EHS Daily Advisor Safety Summit

April 16-18, 2018 | Orlando, FL

This is the comprehensive overview American safety professionals rely on to get informed on breaking regulatory updates and powerful management strategies to drive safety success. SafetySummit.BLR.com

Emergency Preparedness Master Classes

May 2, 2018, Irving, TX | May 9, 2018, Atlanta, GA

From active shooters in the workplace to natural disasters, take steps now to assess your risks and plan for the worst, you can protect your employees and ensure that your business weathers whatever crises come your way.

BLR.com/Emergency-Prep

RecruitCon 2018

May 10-11, 2018 | Nashville, TN

RecruitCon will showcase the latest innovations to help supercharge talent acquisition efforts and conquer recruiting challenges.

Recruitcon.BLR.com

Safety Culture 2018

September 13-14, 2018 | Atlanta, GA

This event will show employers how to enhance performance and strengthen safety compliance through culture, using tactical strategies implemented at real VPP sites and other successful workplaces. SafetyCulture.BLR.com

Cal/OSHA Summit 2018

October 17-19, 2018 | San Diego, CA

This event will show employers how to enhance performance and strengthen safety compliance through culture, using tactical strategies implemented at real VPP sites and other successful workplaces. CalOSHA.BLR.com

HR Comply 2018 (Formerly AEIS)

Preconference: November 14 | Main Conference: November 14-16, 2018 | Las Vegas, NV

[California-Specific Event: October 17-19 | San Diego, CA | CAHRComply.BLR.com]

HR Comply will deliver an all-new program packed with practical guidance for overcoming the latest management challenges and navigating complex employment issues. HRComply.BLR.com

Workforce Learning & Development

November 15-16, 2018 | Las Vegas, NV

Workforce L&D is a cutting-edge showcase of the latest technologies and innovations to support development and engagement in a corporate environment. WorkforceLearning.BLR.com

