

IN CHAPTER ONE:

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1

■ Attracting Employees

Finding the best employees is an ongoing process requiring thorough planning and careful execution. It involves figuring out what jobs need to be done, what education, training or skills are necessary to do them and what pay levels are appropriate and matching the employee to the job.

WHAT KIND OF EMPLOYEES DO YOU WANT?

Owners and managers are quick to answer this question with, "The best and most qualified people available." It is a good general answer. Yet it is not specific enough for our real job needs.

We need to describe the person we want by specifically identifying the knowledge, skills and abilities required for the job. In doing so we must be fair, accurate and objective. Fairness is necessary for legal and regulatory compliance. Accuracy is needed so we get what we need and do not overstate or understate the job. And we need to be objective so we can decide between candidates based only upon specifically what is needed for the job.

We need a basic description of the job and the person we want. We can do this easily using Table 1-1. Later we will discuss developing a detailed job description.

Begin by developing two simple lists. Five items for each is enough. Identify the primary functions of the job. Think in terms of "What does the job (person) get done?" Avoid just listing tasks.

Next, insert the prerequisites for the job. These should answer the question, "What does the person need to bring to the job to do the job?"

Consider:

- Background
- Experience
- Education
- Special skills - example: speaking another language
- Purpose for seeking the job - example: wanting to own his/her own company
- Only the knowledge, skills and abilities specific to the job you wish to fill

This is easy as we think about what we really need in the job. Review the sample in Table 1-1a. Fill in what you need in Table 1-1b.

Remember not to over- or under-represent the position. Doing so may lead to a mismatch for the person filling the job. And it can lead to more difficulty finding the best person for the job, if, for example, you put too many requirements on the person's background.

There is more to decide about the job. An employer needs to decide if the position is to be management or non-management and if it is to pay hourly wages or a salary.

By definition, employees are paid salary when they are paid a consistent amount from pay period to pay period regardless of the number of hours they work. "Hourly" pay means the employee is paid only for hours worked. As an example, if an employee is paid hourly pay and misses work for one hour for a dental appointment on Monday, s/he would receive 39 hours of pay for the week. As a salary-paid employee, s/he would be paid 40 hours even though the hour was not worked. More information on hourly vs. salaried employees is in Table 1-2 and the Glossary.

These are important points. The federal government provides guidelines under the Fair Labor Standards Act (FLSA) to determine the classification of a position. There is a distinction made between management and non-management personnel. Management jobs are referred to as exempt. Non-management jobs are referred to as non-exempt.

Management jobs do not get (are exempt from) overtime pay. Non-management jobs do get paid

overtime (they are not exempted from overtime pay). Basically the classes and pay are shown in Table 1-2.

Employers make the decision whether personnel are paid a salary or hourly wages for non-exempt employees. Deciding if an employee is exempt or non-exempt can be more difficult. And there can be legal consequences. It is improper to classify a job and person as exempt just to avoid overtime.

So how do we make the right decision? Table 1-3 is helpful in deciding whom

we can classify as exempt. Note the Department of Labor Internet site where there is additional helpful information for determining management versus non-management status.

If there is a question on the employee's exempt or non-exempt classification, it would be wise to seek professional assistance. The Wage and Hour Division of the U.S. Department of Labor (see your local phone book for numbers) can be helpful. Check with a legal adviser for additional help.

Many employers hire independent contractors. We must take care in the way we designate and manage contract personnel working for us, too. If an issue arises, a legal investigation may take place. Sometimes those we think are contractors really are not. Table 1-4 is a guide for a basic decision on contractor status.

We are beginning to develop a good picture of the job. Next we need to decide if we will make it a full-time or part-time job. There are many pieces of information we are evaluating. A simple table like Table 1-5 can help us. Here we used the example of a salesperson and selected the relevant factors which indicate that the job is a non-exempt salary job, that it is paid overtime, and that it is a full-time position.

Now we have an idea of the job. How many people do we need to fill the job? This sounds easy, but what if we want to do some creative planning for coverage? Maybe we can use job sharing, which is where two or more people perform the same job for a varied number of hours, perhaps splitting the day or working different days of the week.

Or what if we have to cover shifts or heavy sales periods? Plan ahead. Do not misrepresent the vacancies. This can have an impact on morale, cause too many applicants to apply and/or have other consequences.

WHAT JOB ARE YOU OFFERING?

At this point we have good answers to this question. In our example we would

Table 1-1 (A)

SAMPLE: SALESPERSON	
PRIMARY FUNCTIONS	PREREQUISITES
1. Greets customers	High school or equivalent
2. Displays and explains items	3 months retail experience
3. Estimates customers' needs	Able to speak one-on-one
4. Solves customers' problems	Able to relate needs to products
5. Maintains department inventory	Willingness to learn, take responsibility

Table 1-1 (B)

YOUR JOB REQUIREMENTS: SALESPERSON	
PRIMARY FUNCTIONS	PREREQUISITES
1.	
2.	
3.	
4.	
5.	

Table 1-2

JOB CLASSIFICATION AND PAY			
CLASSIFICATION	TYPICAL FUNCTION	PAY METHOD	OVERTIME
Exempt	Owners, executives, managers, supervisors	Salary	No overtime
Non-exempt (salary)	Clerical, technical, sales, etc.	Salary	Paid overtime
Non-exempt (hourly)	Operations, maintenance, labor	Hourly	Paid overtime

MANAGEMENT (EXEMPT) AND NON-MANAGEMENT (NON-EXEMPT) STATUS FACTORS

SALARY BASIS REQUIREMENT

- FLSA provides an exemption from both minimum wage and overtime pay for employees employed as bona fide executive, administrative, professional, outside sales and certain computer employees.
- To qualify for exemption, employees generally must meet certain tests regarding their job duties and be paid on a salary basis at not less than \$455 per week.

EXECUTIVE EXEMPTION - To qualify for exemption all of the following tests must be met:

- Must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$455 per week.
- Primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise.
- Must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent.
- Must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

ADMINISTRATIVE EXEMPTION - To qualify for exemption all of the following tests must be met:

- Must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$455 per week.
- Primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers.
- Primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

LEARNED PROFESSIONAL EXEMPTION - To qualify for exemption all of the following must be met:

- Must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$455 per week.
- Primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment.
- Advanced knowledge must be in a field of science or learning.
- Advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

COMPUTER EMPLOYEE EXEMPTION - To qualify for exemption the following tests must be met:

- Must be compensated either on a salary or fee basis at a rate not less than \$455 per week or, if compensated on an hourly basis, at a rate not less than \$27.63 an hour.
- Must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below.
- Primary duty must consist of:
 - 1) *Application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;*
 - 2) *Design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;*
 - 3) *Design, documentation, testing, creation or modification of computer programs related to machine operating systems;*
 - 4) *A combination of the aforementioned duties, the performance of which requires the same level of skills.*
- Exemption does not include employees engaged in the manufacture or repair of computer hardware and related equipment. Employees whose work is highly dependent upon, or facilitated by, the use of computers and computer software programs (e.g., engineers, drafters and others skilled in computer-aided design software), but who are not primarily engaged in computer systems analysis and programming or other similarly skilled computer-related occupations identified in the primary duties test described above, are also not exempt under the computer employee exemption.

OUTSIDE SALES EXEMPTION - To qualify for exemption all of the following tests must be met:

- Primary duty must be making sales (as defined in the FLSA), or obtaining orders or contracts for services or for the use of facilities for which a consideration will be paid by the client or customer.
- Must be customarily and regularly engaged away from the employer's place or places of business.

Source: US Department of Labor. (See <http://www.dol.gov/elaws/esa/flsa/overtime/menu.htm>)

CONTRACTOR VS. EMPLOYEE STATUS

To help taxpayers determine whether an individual is an employee under the common law rules, the Internal Revenue Service (IRS) has identified 20 factors, which are used as guidelines to determine whether sufficient control is present to establish an employer-employee relationship.

These factors should be considered guidelines. Not every factor is applicable in every situation, and the degree of importance of each factor varies depending on the type of work and individual circumstances. However, all relevant factors are considered in making a determination, and no one factor is decisive. It does not matter that a written agreement may take a position with regard to any factors or state that certain factors do not apply, if the facts indicate otherwise. The 20 factors indicating whether an individual is an employee or an independent contractor are:

Source: Internal Revenue Service, (<http://www.ustreas.gov/tigta/auditreports/reports/190303fr.html#AppIV>)

Instructions. An employee must comply with instructions about when, where, and how to work. Even if no instructions are given, the control factor is present if the employer has the right to control how the work results are achieved.

Training. An employee may be trained to perform services in a particular manner. Independent contractors ordinarily use their own methods and receive no training from the purchasers of their services.

Integration. An employee's services are usually integrated into the business operations because the services are important to the success or continuation of the business. This shows that the employee is subject to direction and control.

Services Rendered Personally. An employee renders services personally. This shows that the employer is personally interested in the methods as well as the results.

Hiring Assistants. An employee works for an employer who hires, supervises, and pays workers. An independent contractor can hire, supervise, and pay assistants under a contract that requires him or her to provide materials and labor and to be responsible only for the result.

Continuing relationship. An employee generally has a continuing relationship with an employer. A continuing relationship may exist even if work is performed at recurring although irregular intervals.

Set hours of work. An employee usually has set hours of work established by an employer. An independent contractor generally can set his or her own work hours.

Full-time required. An employee may be required to work or be available full-time. This indicates control by the employer. An independent contractor can work when and for whom he or she chooses.

Work done on premises. An employee usually works on the premises of an employer, or works on a route or at a location designated by an employer.

Order or sequence set. An employee may be required to perform services in the order or sequence set by an employer. This shows that the employee is subject to direction and control.

Reports. An employee may be required to submit reports to an employer. This shows that the employer maintains a degree of control.

Payments. An employee is paid by the hour, week, or month. An independent contractor is usually paid by the job or on a straight commission.

Expenses. An employee's business and travel expenses are generally paid by an employer. This shows that the employee is subject to regulation and control.

Tools and materials. An employee is normally furnished significant tools, materials, and other equipment by an employer.

Investment. An independent contractor has a significant investment in the facilities he or she uses in performing services for someone else.

Profit or loss. An independent contractor can make a profit or suffer a loss.

Works for more than one person or firm. An independent contractor is generally free to provide his or her services to two or more unrelated persons or firms at the same time.

Offers services to general public. An independent contractor makes his or her services available to the general public.

Right to fire. An employee can be fired by an employer. An independent contractor cannot be fired so long as he or she produces a result that meets the specifications of the contract.

Right to quit. An employee can quit his or her job at any time without incurring liability. An independent contractor usually agrees to complete a specific job and is responsible for its satisfactory completion, or is legally obligated to make good for failure to complete it.

Table 1-5

JOB CLASSIFICATION AND STATUS PLANNER

CLASS/STATUS	FULL-TIME	PART-TIME	TEMP. FULL-TIME	TEMP. PART-TIME
Exempt salary				
Non-exempt salary	●			
Non-exempt hourly				
Contractor				
Paid overtime	●			
No overtime				

say we want one full-time, non-exempt salary salesperson for our hardware store. It is best to do a thorough job of defining our sales position. For this we can use a Job Evaluation Questionnaire and develop a formal Job Description.

(In this chapter and throughout the text content, we offer charts, samples and helpful tools. For the convenience of owners and managers, many of these items are included in an appendix so that users can easily access, adapt and adopt the materials.)

These tools are very helpful and comprehensive. The questionnaire guides us through an analysis of the job factor by factor. We then write a description of the job based upon the information developed in the questionnaire. We included key point explanations for completing the form. You may reproduce the blank Job Evaluation Questionnaire and use it as often as you need to analyze your own jobs.

We developed a sample job description for a retail salesperson (Fig. 1-1).

The blank job description form (Fig. 1-2) can be reproduced and used to develop job descriptions for your employees. We will use the information we developed earlier and the sample job description material as we go forward in this handbook. You will notice how the pieces of information come together as we proceed with our hiring process.

We still have another item to determine which is very important to employees. What will be the pay for the job? Prudent employers determine an appropriate pay range ahead of time.

To do this we must consider pay levels inside the company and outside the business. Paying fair wages will attract, retain and motivate employees. In today's market there is keen competition for employees not only from direct competitors in other hardware establishments, but also from other businesses seeking employees to fill similar jobs and possessing similar skills. For example, a good salesperson can sell other product lines in other retail establishments.

Establish the *minimum*, *midpoint* and *maximum* base pay range for the job. Base pay is the basic compensation a person receives as hourly or salary pay. It does not include overtime, bonuses, incentives or other benefits. We use a range because different people bring different knowledge, skills and abilities to a job.

Normally we set the *midpoint* of the range at what is average for the market (among other hardware establishments as well as similar companies). This recognizes that most people in a job have "average" time on the job, experience, etc.

The *minimum* may be set at approximately 75% of the midpoint. This position in the range recognizes, for example, that a person on the job is new to the work and probably does not have much relevant experience. A person just out of school appropriately may be placed at minimum at hire.

The *maximum* of the range is used for persons who have been on the job for some time or for those who have special backgrounds and skills for the job or for a person who moves laterally into the job from another position which is high in pay. The maximum may be set at approximately 120% of midpoint.

Inside the company, make sure the new job pay is at par with existing jobs. Outside, determine the market value by checking surveys, trade associations, competitors, job advertisements and other sources for pay and benefits.

Carefully consider your pay range. Note it in Table 1-6 and keep it for use in the future.

Reviewing and using the tables and forms shown here and in the Appendix as guides can be very helpful. They take time to complete up front, but they can save a great deal of time later by eliminating misunderstandings by job seekers, quick decisions for lack of planning and overstatements or understatements of job facts.

Table 1-6

PAY RANGE FOR RETAIL SALESPERSON		
MINIMUM	MIDPOINT	MAXIMUM
\$ /hour or week	\$ /hour or week	\$ /hour or week

These forms can be valuable in case of a dispute over the job content, how we filled the job, how we decided the wages for the job and many related matters. It is prudent to retain records of position development materials including the pay range set in Table 1-6.

WHERE TO LOOK FOR EMPLOYEES

In today's marketplace, identifying the job is just the beginning. Finding people to fill the position can be challenging. We can consider candidates inside and outside the store. Too often we look outside the organization to fill an opening without considering internal personnel. Often people want to move between jobs. Often they want to advance to a better-paying job with more responsibility.

There are advantages and disadvantages to internal and external sources as shown in Table 1-7.

Regardless of whether we go inside or outside the organization, the job must be communicated. Again, the job should be represented as accurately as possible. Also, it must be communicated fairly among all who might be considered for the job. We cannot be discriminatory in the manner we advertise for the position or in the way we select candidates.

Internally, job postings may be used. Externally, advertisements may be our solution. In either case, the information we developed should be noted.

An informative job posting or other advertisement is critical to getting good

INTERNAL VS. EXTERNAL CANDIDATE SOURCES	
INTERNAL SOURCING	
ADVANTAGES	DISADVANTAGES
Often costs less	Does not bring in new people
Improves morale	"Political" fighting for position
Performance motivator	Requires development programs
Leads to additional promotions	Morale down for those not selected
Candidate's abilities are known	
Requires hiring only at entry level	
EXTERNAL SOURCING	
ADVANTAGES	DISADVANTAGES
Cheaper/faster than training internal employee	Extended orientation/adjustment time
Eliminates "political" support group	Person may not fit job or organization
New/fresh perspective with new person	Morale of non-selected employees
Source of industry insight	

results. Such a communication should answer the basic questions, who, what, where, when, why. Refer to Table 1-8 and Table 1-9 in the Appendix for sample job announcements. In our electronic format of the job ad and the internal posting, you may easily go into the form, erase the sample information and replace it with your own.

Components of an effective recruiting ad (Table 1-9) include:

- Candidate information

- Years of experience
- Three to five characteristics of the successful candidate
- Job information and application process information
- Job title
- Location of job
- Starting pay range
- Job responsibilities
- Closing date for applications
- Where to mail applications and resumes
- Whether to include a resume and/ or cover letter

- Whether phone calls and/or personal visits are welcome
- Organization information
- That it is an equal opportunity employer (EOE)
- The primary business

Job description questionnaires and formal job descriptions are helpful when filling out internal job posting forms and when writing ads.

Internal job postings and external ads may be well developed, but they need to be put into the right places. They need to use the best channels to get the desired response. Plan your advertising campaigns. Decide:

- What should be the medium?
- What is the target group to be reached?
- How should the message be conveyed?
- What does the store want to accomplish?
- What message should the advertising relate?

HOW TO CONTACT PROSPECTIVE EMPLOYEES

Selecting the best sources may require some creativity. Schools, colleges, temporary staffing firms, employment agencies, professional employer organizations (sometimes referred to as “employee leasing”) and executive search firms are traditional sources. Trade associations may publish magazines or newsletters in which employers can advertise job vacancies. Or they may offer formal or informal assistance in finding employees.

Local personnel/human resources associations also may serve as a clearinghouse for information on potential employees. Some groups maintain employment databases or resume-sharing networks for their members.

Community organizations, such as the Chambers of Commerce, YMCA and

YWCA, churches, charitable and public service organizations such as the United Way, clubs and social groups are additional recruiting sources. Many such organizations provide employment counseling or training as a community service that directly benefits business. Some have a well-developed grassroots network of contacts with individuals in special interest categories, such as retirees, Hispanics or other minority groups and women.

Already in the 21st century many organizations are encountering major difficulties finding appropriate job candidates. Table 1-10 is a listing of resources for finding prospective employees.

ETHICAL CONSIDERATIONS FOR RECRUITING EMPLOYEES

Along with legal and regulatory guidelines, there are several practical considerations including:

- All applicants for employment should receive equal access to the application process. This includes disabled individuals. If the location for applicants to apply for a job is not set up to receive disabled applicants, other accommodations must be made which will allow disabled applicants equal access.
- Avoid the practice of recruiting employees from competitors. If you have a compelling job opportunity and a fine working environment, job applicants will respond to professional notices of job openings and respond without the need to “steal” them. If the situation arises where a competitor has a concern about employees leaving that company for yours, it is wise to address the matter head-on and arrive at a businesslike solution.
- Do not exaggerate or fail to fully describe the job. This confuses applicants and leads to many problems when hiring employees. It could lead to charges of misrepresenting the job.

- Carefully consider how you will use and communicate the decision to use inside and outside applicants. Be sure all applicants understand they must meet the job criteria and will have a fair shot at the job.
- Do not practice “bait and switch” tactics when hiring. To the best of your ability, communicate the job and its specifications effectively and accurately. If a change arises, consider a new advertisement and/or a new internal posting for the job. In this case be prepared to thoroughly explain your reasons for change.
- Be fair, firm, consistent and professional in your recruiting.

Table 1-11 charts by year the increasing and accelerating number of labor laws which owners and managers must consider during the hiring and selection process. In Chapter 5 we discuss many of these laws, including what each law entails, when the laws go into effect by number of employees, the year, documentation requirements, etc. For current, detailed federal and state legal and regulatory updates, the following Internet sites are particularly valuable:

<http://www.dol.gov/esa/programs/whd/state/state.htm>

http://www.law.cornell.edu/topics/Table_Labor.htm

<http://www.dol.gov/elaws/>

Chapter 5 summarizes federal laws. The State Resources Appendix provides state-by-state contact information and resources for state requirements, postings and general state-specific human resource management information.

As always, competent professional advice should be sought for appropriate interpretation and application.

101 JOB APPLICANT TARGETS, SOURCES AND TIPS

Use these as suggestions to mix, match and spur new ideas and suggestions.

A. Review internal databases or files

1. Current employees
2. Employee referrals
3. Former applicants
4. Former employees

B. Review external source alternatives

5. AARP postings and recruiting services
6. Academy companies/organizations; billboards; billing inserts (Seek source/editor and post ads [often free of charge])
7. Advertise for soon-to-rotate personnel who seek to "down-shift" but still work
8. Billboard advertising along roads near locations
9. Bumper stickers ("We're growing, hiring and want you! 800-xxx-xxxx")
10. Canvass and post opportunities at mass/fleet buyers/customers
11. Canvass and post opportunities at suppliers/vendors
12. Chamber of Commerce listings and sourcing down-sized organizations
13. Churches, synagogues, mosques, etc. Ads and job listings are usually free
14. Civic organizations in general to get word out via participation Rotary, Kiwanis
15. College alumni magazines. Depends upon prerequisites for jobs; however, valuable source
16. College and university career services or placement centers. These are for full time, part time, temporary, intern, co-op, etc. Listings are often free
17. Commercial schools where job experience is valued in retail, service, customer service
18. Community awareness — Get the name out and listings of jobs. There are many programs such as blood drives or Habitat for Humanity. Often these organizations will announce the event in the newspaper giving your company exposure. In small towns, events like these go a long way
19. Community colleges. Job postings in student centers, specific departments, school newspapers, etc.
20. Community special schools and colleges. Job postings in student centers, specific departments, school newspapers, etc.

21. Company home page on the World Wide Web. Keep current job listings up for all cities
 22. Consider flexible staffing or options
 23. Consider getting specialized training for your recruiting staff on Internet recruiting
 24. Consider job rotation
 25. Consider job-sampling
 26. Consider job-sharing
 27. Consider the job-sharing underutilized current incumbents
 28. Consider using a program (Spider or Web crawler) that will search many databases at the same time
 29. Contact/recruit competitors directly or through a third party. Seek persons who declined jobs, soon-to-rotate, retirees seeking different hours, etc.
 30. Contract job groups rather than looking merely for single incumbents to fill needs (team/group of employees sourced from outside)
 31. Counselor direct contact and listing at high schools, technical schools, colleges, seniors groups
 32. Cross train and move personnel between peak hours, jobs, departments and locations
 33. Cultural and ethnic centers for postings, ads, presentations, job fairs
 34. Customer list advertising
 35. Direct competition and close competitor "spin-offs"
 36. Direct mail advertising
 37. Disabled persons organizations
 38. Downsizing organizations for direct personnel and spouses
 39. Dual-track job career ladders
- C. Dynamic sourcing**
40. Ethnic organizations
 41. Fraternities
 42. Government downsizing programs
 43. Government programs (JTPA etc.); independent search and recruitment contractors
 44. Highly visible media advertising
 45. Hire bonus
 46. Contact local real estate departments and directors of relocation services

Continued from page 1-8.

47. Identify the core workers and employees
48. Identify the fast-trackers and high-potential employees
49. Immigration office for applicants
50. Immigration sources - international alliance partners
51. Independent contractors
52. In-store placard at checkout
53. Internet ads; Internet bulletin boards; Internet career hubs; Internet newsgroups
54. Interns, co-op students, work-study programs, management trainee programs
55. Job fairs
56. Contact high community involvement practitioners to advertise listings, e.g., doctor's and dental offices
57. Job hotline
58. Letters/flyers/check-attachments to employee family
59. Local military recruiting stations (Army, Marines, Air Force, Navy, Coast Guard)
60. Local van transportation to bring employees to work site
61. Military placement centers (DORS, ACAP, etc.)
62. Movie previews; new employee referrals; newspaper ads
63. Newspaper articles; open houses; other companies who are downsizing.
64. Occupational therapists, offices, organizations and networks
65. On-the-street advertising near store (creative costume, placard, flag, sign, etc)
66. Open houses
67. Opinion survey; enhance social benefits for retention
68. Opinion survey; publicize job positives
69. Outplacement organizations for direct personnel and spouses, e.g. Right Associates, Drake-Beam-Morin, Curtiss Group and similar local organizations
70. Own-location parking lot windshield flyers (low-end but effective)
71. Post jobs on specialty sites that cater to a regional, technical or a functional area of interest
72. Post jobs on the major hubs such as Monster, CareerPath or CareerMosaic
73. Postings for "spin-offs" at LaborPool, LaborReady, Workforce, etc. for personnel who may want different environment or work schedules
74. Postings in stores such as discount stores, supermarkets, etc.
75. Private employment agencies; professional associations
76. Professional conferences; professional journal ads
77. Professional networks of the hiring manager, human resources and recruiters
78. Public employment agencies; radio ads; radio reports
79. Re-review current prospects, and candidates
80. Retention bonus
81. Scholarships and grants "work-to-school" program
82. School-to-work programs; search and recruitment firms.
83. Senior citizen groups; television ads; television reports targeting these sources
84. Set up career academy
85. Setting up an organization profile on web sites which are linked to your organization's web site
86. Sororities
87. Staffing firm spin-offs who seek varied schedule or other alternatives
88. State employment services
89. Step-rates retention pay schemes (incremental increases for time on job)
90. Step-rate pay with time and advancement
91. Subscribe to a Web based resume management system
92. Subscribe to databases that let you access posted resumes
93. Temporary help agencies; trade associations
94. Trade or professional journal ads or articles
95. Trade organizations and distributions
96. Trade school placement centers; insert in direct mail packets.
97. Transfer/rotate/cross-train personnel
98. TV ads in general noting jobs and value of working at organization
99. Word-of-mouth among all employees
100. Contact HR practitioners nationally and in local chapters via www.SHRM.org
101. Specialty Sourcing: Minority, Female, Veteran
 - a. Special efforts may be required to ensure that

Continued from page 1-9.

qualified applicants from specific groups are represented in the applicant pool. There are the schools with a traditional minority enrollment or community groups with employment resources. Professional organizations can be a source of targeted candidates. There are many Internet sites devoted to diversity. Networking, whether formal or informal, is another way to target certain groups such as a businesswomen's networking organization. There are organizations that help transitioning military personnel to find jobs in the private sector. Labor departments and other state/local agencies, often overlooked, are mostly free sources of candidates.

- b. Diversity Sites - Many diversity sites can be helpful in locating quality applicants. These sites work with numerous applicants in placement and skill advancement. The following are a sample of sites accessible: American Association of Hispanic Certified Accountants (<<http://www.aahcpa.org>>); Asia, Net Inc. (<<http://www.asia-net.com>>); Bilingual Jobs

(<<http://www.bilingual-jobs.com>>); Black Collegian Online

(<<http://www.black-collegian.com>>), National Hispanic Business Association (<<http://www.nhba.org>>), Native Web (Nativeweb.org), EmployUs (<<http://www.employus.com>>) and Latin American, Professional Network (<<http://www.latpro.com>>). When researching diversity sites, please be aware that many sites will claim to be minority sites but feed into larger job boards. Be sure that you review the site and it is an actual non-profit organization.

- c. Government Sites - Don't forget about the many sites offered as a resource by our government. Call your local state unemployment office and access their site. You can also use America's Job Bank (<<http://www.ajb.dni.us>>) to post jobs and access links to state sites. Another resource is the Army's Career and Alumni Program (<<http://www.army.mil/acap/acap.htm>>) or the Defense Outplacement Referral System (DORS) (<<http://www.dod.jobserach.org>>).

Table 1-11

US Federal Labor Laws by Year Enacted

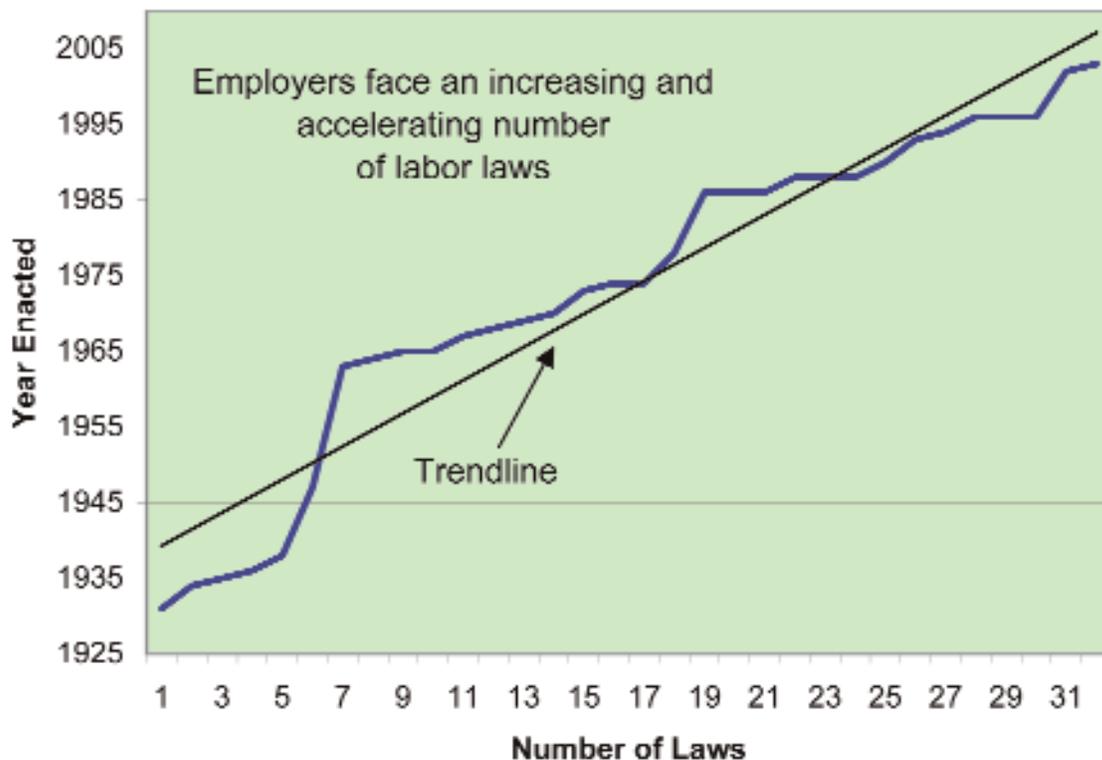


Table 1-12

GENERAL WORK VALUES AND THEIR DEFINITIONS

VALUE	MEANING
Creativity	“Work which permits one to invent new things, design new products or develop new ideas.”
Management	“Work which permits one to plan and lay out work for others to do.”
Achievement	“Work which gives one a feeling of accomplishment in doing a job well.”
Surroundings	“Work which is carried out under pleasant conditions — not hot, cold, noisy, dirty, etc.”
Supervisory Relations	“Work which is carried out under a supervisor who is fair and with whom one can get along.”
Way of Life	“Work which permits one to live the kind of life and be the type of person s/he chooses.”
Security	“Work which provides one with the certainty of having a job even in hard times.”
Associates	“Work which brings one into contact with fellow workers whom s/he likes.”
Esthetics	“Work which permits one to make beautiful things and to contribute beauty to the world.”
Prestige	“Work which gives one standing in the eyes of others and evokes respect.”
Independence	“Work which permits one to work in her/his own way, as fast or as slowly as s/he wishes.”
Variety	“Work that provides an opportunity to do different types of jobs.”
Economic Return	“Work which pays well and enables one to have the things s/he wants.”
Altruism	“Work which enables one to contribute to the welfare of others.”
Intellectual Stimulation	“Work which provides opportunity for independent thinking and learning how/why things work.”

Source: Donald E. Super, Ph.D., *Work Values Inventory*

WHAT PROSPECTIVE EMPLOYEES LOOK FOR

So far we have looked at what we want in our employees. But employment is a mutual relationship. There are two sides to the relationship — what the employer wants and what the employee wants in the job.

We are all motivated by different things in our lives and in work. Motivating factors have differing degrees of importance for each employee. A large part of management and a field of psychology, motivation research

psychology, revolves around getting people to do what we want them to do in a manner such that they want to do it for us.

We can be very successful employers if we know our people well and understand what motivates them. Much employee analysis attempts to identify work motivators. A major contributor was Donald E. Super, Ph.D., who developed the Work Values Inventory and identified 15 fundamental work values. Although times change, these fundamental work values remain constant. We can use

these as an aid to help us determine what motivates our employees. Super's work values are shown in Table 1-12. Various tests are available to measure similar characteristics. These and other aspects of testing will be discussed in Chapter 3.

There is great value in knowing an employee's work ethic. By knowing a person's values, we can structure the job and our interaction with the employee in the way which is most appealing to the employee and most effective for managing the employee.

WHAT IS IMPORTANT IN A JOB ACCORDING TO HR PROFESSIONALS					Table 1-13
"Very Important" Aspects of Job Satisfaction per HR Professionals	2002	2004	2005	2006	2007
Relationship with immediate supervisor	61%	70%	71%	72%	70%
Compensation/pay	54%	58%	62%	60%	67%
Management recognition of employee job performance	62%	68%	69%	71%	65%
Benefits	53%	60%	61%	62%	62%
Communication between employees and senior management	77%	59%	60%	62%	60%
Career development opportunities*	48%	51%	50%	56%	49%
Opportunities to use skills/abilities		57%	52%	53%	49%
Flexibility to balance life and work issues	46%	53%	53%	50%	48%
Job security	59%	50%	49%	50%	48%
Career advancement opportunities*	43%	43%	47%	49%	46%
Average	56%	57%	57%	59%	56%
* Not on comparison listing					
Source: SHRM (Society for Human Resource Management) 2007 Job Satisfaction Report					

WHAT IS IMPORTANT IN A JOB ACCORDING TO EMPLOYEES					Table 1-14
"Very Important" Aspects of Job Satisfaction per Employees	2002	2004	2005	2006	2007
Benefits	64%	68%	63%	65%	59%
Compensation/pay	59%	63%	61%	67%	59%
Job security	65%	60%	59%	59%	53%
Flexibility to balance life and work issues	62%	57%	60%	59%	52%
Communication between employees and senior management	62%	54%	50%	48%	51%
Feeling safe in the work environment*	36%	62%	55%	54%	50%
Management recognition of employee job performance	49%	47%	45%	47%	49%
Relationship with immediate supervisor	49%	49%	46%	47%	48%
Autonomy and independence*	46%	42%	41%	44%	44%
Opportunities to use skills/abilities		47%	44%	51%	44%
Average	55%	55%	52%	54%	51%
* Not on comparison listing					
Source: SHRM (Society for Human Resource Management) 2007 Job Satisfaction Report					

Additionally, we can enhance work among employees when we bring people together who work well with one another. It is particularly effective to team employees with complementary values. That is, assign an employee with one set of values to work with another employee who has different values. Together they bring to the work environment a strong team and often they enjoy working together.

Work values are fundamental and change little in content. However, they do shift in priority. Sometimes hiring authorities and management have a different perception of what employees and applicants value. Owners and managers should be attentive to trends in employee satisfaction and among applicants when recruiting so as to emphasize and offer work opportunities which are appealing. They should have a good "feel" for what their employees and applicants value to attract, retain and motivate the best and most qualified people.

Demographics, legislation and competition impact employee job satisfaction and indeed what applicants are looking for in jobs. Table 1-13 shows aspects of job satisfaction by percentage as HR professionals see it over the past years. Table 1-14 compares the perception by employees themselves on job satisfaction and percentage satisfaction for the same years.

With recruiting as well as overall HR strategy, which external trends should owners and managers monitor? Where can hiring authorities and HR administrators go to gather information to plan a productive, meaningful and strategic future for their organization?

Observing external trends and conditions to forecast their impact on the organization is part of an environmental scanning process. This process is vital to current and future success of the business. Broad areas, issues and changes to monitor include:

- Demographics
- Economic change
- Employment
- Legal and regulatory changes
- Political changes
- Social change
- Technological changes

For specific information on trends and resources owners and managers may consult the Society for Human Resource Management (SHRM):

- 2007 SHRM Workplace Forecast [<http://www.shrm.org/trends/061606/WorkplaceForecast.pdf>]
- Updated annually
- Local and national newspapers
- Monitor both national and local political environments
- Local Chambers of Commerce
- Local municipal departments for economic development
- Local sources
- Cost-of-living indexes
- Health insurance surveys and projections
- Local housing market projections
- Local pay projections
- Local SHRM chapters
- These local groups with HR practitioners are helpful for monitoring more localized or regional trends and can be reached via phone book listings or SHRM's Internet site, www.shrm.org
- SHRM/Rutgers LINE Reports [<http://www.shrm.org/line>]
- The Bureau of Labor Statistics [<http://www.bls.gov>]
- The League of Women Voters [<http://www.lww.org/AM/Template.cfm?Section=Home>]
- Nonpartisan information on political issues
- Workplace Trends [<http://www.shrm.org/trends/>]

In summary

We have accomplished quite a bit in our hiring process. We have:

- Defined the job
- Classified the job
- Established the pay
- Communicated the vacancy

- Suggested avenues to source applicants
- Identified work values we can look for in existing employees and applicants
- Described job characteristics
- Recognized individual motivators for people
- Begun to receive applications for the job

We are at the point of receiving walk-in applicants, phone calls expressing interest, letters inquiring about the job and probably word-of-mouth referrals. Now we must begin to select the candidate best suited for our vacancy. Chapter 2 takes us through the selection process and offering the job using a letter of offer. ■