



Human.
Resources.
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Recruiting Strategies for a Shifting Economy

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KMA Human Resources Consulting

- Since 2007, KMA has provided businesses throughout New England with recruiting and HR consulting services.
- KMA's recruiting team works with organizations of all sizes to find the right talent for their needs – today and in the future.
- We have 35 consultants across Maine, New Hampshire, Massachusetts, Connecticut and New York.
- We recruit for all levels, including executive, professional, entry level, and labor and manufacturing.



Where are the employees?



The Great Resignation

- 4.5 million U.S. workers quit their jobs in November 2021 – a record high
- Up from the 4.2 million who quit in October 2021



Reasons for leaving

- Acceleration of baby boomers retiring.
- Americans are looking for “better” jobs - that may include better benefits, higher pay and flexible hours or remote work.
- The Pandemic provided the motivation for career/industry change.
- Migration to remote work – an estimated 36.2 million Americans will be remote by 2025 according to Future Workforce Report.



Recruiting Starts with the Job Posting



Job Description vs. Job Posting

Description:

- Official outline of the job stating all responsibilities involved and all requirements.
- Used as an agreement between employee and employer as a contract of position expectations.
- Not recommended for the job posting.

Posting:

- A simplified summary of the job, focusing on the basics. Less formal.
- Removing any requirements that may deter applicants.
- Includes positive language promoting the employer/company.
- Used as more of an advertisement for the job.
- Think of it as a sales document.



Tips for crafting a Job Posting

- Try to keep to one page and 700 – 2000 character
- Most applicants are using a mobile device when doing a job search.
- Indeed Hiring Insights shows 100 to 325 words = 30% more applicants!

- The more entry level, the shorter the job posting should be.
- Job titles matter!! Use key words that are trending and keep the title to 35 – 60 characters.

- Ex: Sales Rep versus Account Manager on Indeed
- Sales Rep received 60% more clicks and 75% more applies.



Job Posting Insights

Good to Have:

- Info about your company
- Salary/wage info
- Specific shifts/hours/location
- Benefits
- Experience required (great time to re-evaluate your requirements)
- Duties of the job and specific location

Great to Have:

- What it's like to work there – the culture
- What's in it for the applicant
- Your corporate mission/responsibility
- Realistic growth potential



Sample Language – make it personal

Instead of listing responsibilities:

- Tell the applicant how they will contribute to your company.
- What is the work they will do?
- What are they bringing to the role?

Instead of qualifications and experience:

- What they're good at.
- What they bring to be successful.
- How they will make a difference.

Instead of listing benefits:

- Why you will love this job!
- What you offer as a company that is different – talk about shifts, flexible hours, walking trails, fitness programs, etc.





Job Posting - Business Development Rep

ecomaine is hiring for a Business Development Rep to join their team in Portland, ME. ecomaine provides comprehensive and long-term solid waste solutions in a safe and environmentally sound manner and prides themselves on employee dedication and growth.

What will you do? The Business Development Rep will

Are you? Forward thinking and interested in Is your background in

Why ecomaine?

We provide fun and innovative place to work. We offer a generous PTO policy and 403b retirement plan, tuition assistance and wellness program in addition to a comprehensive benefits plan. ecomaine is looking for ambitious people with the desire to grow.

Sample Job Posting

- ✓ Company name at the top/beginning.
- ✓ Simple, consistent format.
- ✓ Benefits or perks.
- ✓ Be clear on location or flexibility.
- ✓ Keep requirements *simple*



Where to Post a Job

Consider all your options...

Mainstream Boards such as:

- Indeed, LinkedIn, Monster.com, CareerBuilder, etc.
- Consider paid VS. unpaid options. (Higher visibility costs more)

Industry Specific:

- Associations with job boards (do we have memberships?)

Local Boards:

- Universities, colleges (great for entry level)
- Chamber or town sites

On our own pages:

- Career Website
- Social Media (Facebook, LinkedIn, etc.)



The Applicant Pool



Sourcing and Growing your Applicant Pool

Look for Passive Candidates: these are individuals that are not actively looking for a new job.

- Utilize LinkedIn and/or your personal network - approach people directly about your opening.
- Consider a resume search tool from job boards.
- Often candidates will post their resume to “be found” and not spend time applying.
- Re-engage with your own employees.



Candidate Communication

The job market is fast right now. If you see a resume you like, make a move... now!

- Don't be afraid to follow up. Strong applicants are applying to multiple jobs. Passive candidates are being recruited.
- Consider using Email, Phone and TEXT.
- Be direct. Suggest a time to talk.

For passive candidates, put your sales hat on!

- Keep the applicant in mind with your message:
“Would you be interested in chatting with me to learn more?”

vs.

“Please send your resume and cover letter if you'd like to apply”



Helpful Interviewing Tips



Interviewing

Don't forget behavioral questions. It shows that you care who you hire!

- What motivates you?
- How do you like to be managed or supervised?
- Share an example of a time when... (*past behavior predicts future performance*)

Share some selling points about the role. “*Let me share with you a little about us...*”

- Describe the team and leadership style.
- Discuss the company mission.
- WHY do employees like working here?
- Share some stories of company events, etc.



Final Stages

Offers/Negotiation

- Transparency is key:
 - *Communicate. Even if you're not moving forward or if you need more time.*
 - *No surprises. Make sure everything has already been discussed in an offer letter.*
- Share the offer, verbally, first!
- Allows candidates to get quick answers.
- You can gauge the level of excitement vs. disappointment up front.
- Share your enthusiasm. The deal is not closed yet, keep selling!
- Discuss a potential start date that works for both of you.



Interviewing – Can I Ask That?

Tips and reminders for what we can (and can't) ask in an interview.

- Salary history v salary expectations
- Convictions
- Is it relevant to the job

HANDOUT:

“Interviewing with the Law in Mind”



In Summary – Don't forget...

- 1) Create a job posting, don't just use the description!
- 2) Promote the company and the opportunity in the posting.
- 3) When posting the job - look at all your options, check out all the job boards. Share the job!
- 4) Keep the applicant in mind with communication – it's an active market!
- 5) Don't sit on qualified resumes - call them now and keep moving.
- 6) Look for passive candidates as well – network!
- 7) During interviews, be ready to talk about you, the team, the company.
- 8) Always be transparent and... keep selling the opening!



In Summary – Don't forget...

- 9) Develop and maintain your talent pool.
Reach out to past qualified candidates.
Send out job opening notices.

- 10) Host or attend Networking Events online or in person.

- 11) Review you hiring/recruiting process.
Are you online?
Do you have a dedicated recruiting/hiring manager?

- 12) Have you done a compensation survey recently?
- 13) What are your competitors doing?





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