

6. Recruit to Win

A crucial element in your hiring and retention strategy is to have a clear picture in your mind of the type of employee who will have the highest probability for success on the job — your success and the success of your employee. Recruiting and hiring must be seen as a game where the successful outcome is a win-win relationship between employer and the employee.

You can hire people for the wrong reasons (I just need to fill a position on this team), and people can take the job for the wrong reasons (I need any "job" to meet some expenses), and it may be difficult to avoid, but eventually, and sooner than later, problems will arise which reveal the nature of the lose-lose relationship that has been established.

Develop a Candidate "Profile"

- You may not know "whom" to hire, but you do know what is important to have and a profile of the most probable candidates. The best way to determine your profile is to study which employees succeed in the role. Think about employee success factors that have been identified in your business. As your business develops and you gain experience in employee development, you will be able to do this yourself. Think about which employees have worked out well for you.

Ask yourself questions such as:

- How do you recruit? What do you do to attract these employees? Why?
- How do you find out if you will first meet them?
- What was about the person that made for a good match to the job?
- What was the motivation to work for you?
- Where were they working before they took the job with you?

Employee

To analyze employee retention, a survey was sent to house employees from across the country who had been identified by managers as "good hires" and successful workers. Each of the employees who responded to the survey had been employed on the job for more than three months.

- By collecting and analyzing the survey responses, it was possible to create a profile of the successful employee. While it's obvious that there is no one set "mold" for success, it is also wise to keep an eye out for common factors and conditions that seem to be part of the overall ingredients for a good hire.

Work History

The survey showed several common characteristics that all household cleaning employees have in common.

- 30% left another job to take a household cleaning job, with 15% of these leaving full-time jobs.
- 52% of those who left a job to take a household cleaning job were on that job for more than one year.

With respect to the type of work they had done in the past, the most common responses were:

- Cleaning (47%)
- Sales (42%)
- Homemaking (33%)
- Fast food (33%)

Least common responses were:

- Janitorial (10%)
- Manufacturing (10%)

Regarding

Headlines they saw from:

- News (60%)
- Job and Career (21%)
- Classified (19%)

Of those recruited through a newspaper ad, they were attracted by the

- Job described (43%)
- Work described (33%)
- Money offered (33%)

During the interview, the two main attractions were:

- The hours of work offered (78%)
- The type of working environment described (48%)

Other things that attracted them to the job during the interview (rating from 37% to 43% of respondents) included:

- The type of work
- The chance to work on a team
- The chance to make extra money
- The opportunity to be a team leader

Job Satisfaction

• The survey also gathered information about employee satisfaction. The results are important as you talk to and consider hiring new employees. Are they likely to find the same level of job satisfaction as these successful employees? You may also use this information to highlight the important job satisfaction points that employees have experienced:

• Here are the results of the satisfaction survey, and what employees like most about their job meaning:

1. Friendly interaction with other team members 22.9%
2. The support and encouragement received from the business owner 16.9%
3. The amount of work they can do in a day (no nights or weekends) 15.2%
4. The chance to work with the owner 12.1%

The most common reasons for leaving the job were:
1. The manager was not fair 22.9%
2. The business owner did not raise the wage enough 16.4%

3. The support from the team members

4. The chance to earn more money based on performance

9. The chance to work part time 12.1%

10. A chance to do work that makes them feel helpful

Educational

9% had high school education or higher

Other Information

- 46% regard their house cleaning wage as either required to meet monthly expenses or as a helpful addition to household income (49%),

rather than as extra income beyond what is necessary to pay household expenses (5%).

- 88% reported being with the job four months or longer, and 69% stated that they intended to stay with their present house cleaning employer for more than a year.

Summary Observations & Conclusions

- With only 9% of employees being referred by others, offering an incentive to staff members for referring new hires needed to be a strong consideration.
- We subsequently learned that offering a monetary incentive to current employees, ranging from \$50 to \$250 (depending on the conditions of the economy and the availability of the job at any given time), can be a worthwhile strategy. This incentive (employee something immediately for the next 90 days, or bigger if the new hire stays on the job for 90 days).
- *EXAMPLE: You offer to pay \$250 for the completion of training of a new, referred employee and a bonus of \$250 after the employee has been on the job for 90 days.*

The hours of work and the type of work are strong inducements in the job market. Want to advertise

You can get an ad to get the most out of it. Include copy in your ad such as:

"No work on weekends"

"8 AM - 3 PM"

A surprising number of people have had sales experience at one time or another (43%), suggesting that the daytime hours and lower-stress environment may be attractive to people with a sales background

If your new ad is not working, try placing an ad in a column other than Domestic or Domestic Help Wanted. Retail hours are horrendous, and the pay is less per hour than house cleaning work pays. The left hand corner of the ad might read:

"TIRED OF RETAIL HOURS?"

- Cleaning experience in their backgrounds (46%) suggests that many respond to the opportunity because of job-familiarity. We suggest

caution here, however. It is often more productive to hire people *willing to learn to clean your way* than to hire experienced house cleaners. Why? Because people who have cleaned professionally before may be difficult to teach to clean efficiently.

- The upper left hand corner of the Help Wanted ad reads:

"HOUSE CLEANERS"

- The high percentage of people not employed before at a cleaning company may, in part, account for the high percentage of respondents listing "Homemaker" as their previous employment.

- To attract women from this category, try an ad that says:

"ATTENTION: HOUSE CLEANERS"

- Only 30% of employees left their job to accept a new job, and only half of those left for a "better" job. The house cleaning job may suggest a new or different approach, recruiting vehicle, or wage better than the current work force. It may be in order to attract satisfying and/or lower-paying jobs.

- We developed a Recruitment Tutorial to be distributed as a door hanger. It is designed for you (or your employees) meet on a daily basis. It is available in bookstores, drugstores, Churches, and other community centers. It is available in any language. It is a "take one" flyer or brochure. It is available in any language.

While a salary increase was not the primary factor in the case of most job leavers, it was not the primary factor in the case of most job leavers. When respondents found most satisfying and their own companies. The friendly relationship between team members was high on the list was the support and respect they received from managers and owners.

While a salary increase may attract candidates to the job, they will not stay unless they are happy with their work. It is important to develop a "family atmosphere" among your employees.

Most respondents (93%) had an education of high school or better, an indicator of employees who should have adequate mental skills for grasping and applying the system taught on our Professional House Cleaning Tutorial Program.

- You may be surprised at some of the people who hired on as house cleaners. Their backgrounds have included air traffic controllers,

bartenders, professionals, store clerks, hair dressers, waiters and waitresses, bank tellers, and people from just about every white collar and blue collar background you can imagine.

- It's important to keep in mind that hiring over-qualified people just because they are desperate for a job or you're desperate for an employee can turn into a major disappointment in job tenure. You need to explore the reasons why they're applying for a house cleaning job.
- Very few people (5%) were working to save money on their home. What is needed to pay household expenses is a primary source of income to 46%, and a helpful additional source to 49%.
- Although they can earn a good wage, seasonal work will amount to between 25 and 30% less than they can't have a schedule, such as will be the case with those financing the business or starting a new business.
- Hiring someone who only needs the job to sustain living expenses than only to pay the bills can result in a frustrated and unhappy employee. A formula for short tenure on the job.

**A Recruitment Strategy
Always be Low Cost**

"The only GOOD time to recruit is when you already have enough employees."

Whether you're a small business or a large corporation, the old saying "careless recruiting that goes like this: 'The only GOOD time to recruit is when you have a job.'" This is not only true for recruiting, also. "The only GOOD time to recruit is when you already have enough employees."

Whether you're a small business or a large corporation, this may mean that you may not have enough employees or you may have too many employees (with the additional person on the payroll — your insurance policy against absences).

Your Recruitment Campaign

Your recruitment cycle should be viewed as a "campaign" that is going to take time and resources.

- Your strategy is your Game Plan for a successful campaign. You want to reach your recruitment goals with the wise use of limited time and resources.

- You should plan a recruiting campaign for *every month*. Your recruiting campaign may range from one to four weeks throughout the month, depending on the number of new employees you're looking for. (Remember, you may want one "extra" person on staff.)
- If you meet your recruitment goal immediately, end the campaign to the end so that you can put more qualified candidates "on file" and judge the overall success of the campaign. This will help you learn what can or cannot be expected from a fully planned and executed campaign.
- Try using different tactics. One campaign may consist of newspaper ads every Sunday during the month. Another may be to run newspaper ads every day for one week. Different newspapers or advertising vehicles may be used or both during the same one month campaign.

Your Web site can be a great recruiting tool

- Where many owners are missing the boat by not using their Web site to recruit employees. In 2008, we experimented with Internet Recruiting at several companies around the country— from Anchorage, Alaska to Atlanta, Georgia. The best results were found to using this valuable recruiting tool.
- Most people are online. According to Internet World Stats 220,000,000 people use the Internet in 2008 along with 1,596,200,000 people worldwide. In March 2009, many of these people are looking for employment, as evidenced by the number of people who visit job.com and other similar Web sites. Your Web site has a great chance to find them as excellent candidates for your business.

- You can pay advertising for the job on your Web site: Help Wanted Ads in the classified section of the newspaper can be expensive, therefore you can save money by posting your job description and requirements to a Web site. You don't have this limitation on your Web site; you can have a link that drive people to your Web site with a simple advertisement.

House Cleaning Specialist

If you can meet our qualifications, you can earn top wages with a great company. We provide paid training. For details, please visit:
www.yourwebsite.com

- Applicants can pre-screen themselves: Once potential candidates go to your Web site they can read all the positive things about your

company – just as potential clients do. On your home page and/or in the navigation links, you will have a link to **EMPLOYMENT OPPORTUNITIES**. This job description page should outline the benefits the candidate can expect along with the requirements of the job in a lot more detail than is possible in a small classified ad. This description will allow the applicant to determine if the job interests him/her and screen themselves out if not – thereby saving you both precious time in the process.

- Provide an online application form: You know how it can be to sit by the phone when you have help wanted openings. Now, from the Job Description page, place a link to an **APPLICATION FORM** that the applicant can complete and submit online. You can then review the applications at your leisure and call back those you want to interview for consideration. In the meantime, you can go on with your business while the applications are coming in for consideration.
- Be sure to provide a map link. An application page that you have spent time on an application page to learn they can get away from your office that people may be willing to commute that distance for your work. Including a link to Expedia or Map Quest may well help determine the distance and travel time from the office to your location and if they are invited in for an interview. Provide written directions on how to get to the office. This will help you screen out suitable candidates and save yourself a lot of time and effort by not being on the phone.

to see the entire recruitment opportunity page.

<http://www.housecleaningbiz101.com/Article-Recruiting-Page.htm>

to see the entire Application page.

<http://www.housecleaningbiz101.com/Article-Recruiting-Application.htm>

Recruiting

Include the number of "action" that you should record from each campaign.

1. The number of **RESPONSES** you gain from the ad or tactic, that is, the number of telephone responses or referrals you receive.

2. The number of **INTERVIEWS** held as a result of the campaign.

3. The number of **OFFERS** made after those interviews.

total recruitment advertising investment to maintain a three-person team at capacity (*that is, original team member recruitment cost, PLUS the cost of replacing team members who leave during the year*) over a one year period is \$1,500 for the entire team (*not per person*), this works out to a recruitment advertising budget of 1.5% for a team generating \$100,000 per year in revenues. If that three-person team generates \$150,000/year in revenue, it would equal a cost of 1%.

- The point is, you need to budget a realistic amount for recruitment advertising, just as you do for advertising other products. When the labor pool is tight, such as in a slow and economic downturn, your budget should be higher than in a slow economy when the available labor pool is greater.
- In addition to the common elements of a long-term successful recruitment strategy, the survey also provides information about those who were attracted to the job openings:
 - 85% are female, which is more than twice as many as men were attracted to.
 - Almost two-thirds are married, and those with children still living at home.
 - The most common occupations attracted by this type of work are in the service industry, with an average age of 31.

By looking at the characteristics of the employees we have attracted, along with other comparative data revealed in the study, you can determine the target demographic and messaging to attract similar candidates.

Important Note

It is illegal to discriminate against any job candidate based on race, sex, religion, marital status, national origin, citizenship, age, or physical or mental disability, veteran status or any other protected characteristics. You may not exclude, by discrimination, any qualified applicants who apply for employment.

The Purpose of the Ad Copy

- Recruiting and advertising have two seemingly contradictory purposes and this must be understood and accepted.
- First, recruiting must build interest. The ad must be a "call to action" that gets the individual to become a candidate. The net must not

come up empty. Because of the ad (or other recruitment strategy) a number of candidates must come forward.

- The ad, however, must also be the first screen to help eliminate approaches from candidates who will not be appropriate. There is no sense, for example, in an appeal that indicates "everyone will love a job cleaning houses and be successful," when this is not true. Such a broad appeal will simply tie you up in time-consuming screening and deleting of candidates. The ad should send messages that attract the profile in the labor pool with the highest probability.

The 5-Step Selection Process

- The following chapters are going to provide measures and a system for making the hiring decision on an objective basis. You are going to evaluate the candidate on a number of areas prior to your selection process. These five evaluation steps are:

1. The Phone Interview
2. The Application
3. The Personal Interview
4. Background (History) (Personal) Checks
5. Background (Motor Vehicle Driver License) Reports

The five steps are cumulative. That is, you're not going to wait until you have reference or background checks before making a decision on any of the steps. You make a hire/no-hire choice. You make a decision on each step to GO forward with the selection process or STOP the process. Only on rare occasions will you reach the end of the process and still not be sure of the right decision. In the process, you review your scores at each step in a cumulative manner. Judge the candidate's overall profile on all of the steps. This should be rare, however.

It is in the best interest of both you and the candidate to STOP the process at any step when you see there is likely not a good fit between the job and the candidate. At each step you should be looking for factors and conditions that make the candidate fit a "blow you bring the process to a screeching halt, or where you see a green light" and you want to encourage the candidate to proceed in the selection process. Your general criteria during evaluation is whether or not this candidate fits the job and will stay with you long enough to improve the length of tenure on the job.

- You may want to keep in mind the time- and money-wasting possibilities that can come out of a selection process that is not handled objectively and carefully. These bad outcomes are:
 - ❖ You hire a person with the wrong fit who causes problems with your clients and the team and stays with you a long time until you finally terminate her employment.
 - ❖ You hire a person with the wrong fit who leaves you in a hurry.
 - ❖ You hire a person with the right fit but who only stays a few weeks.
 - ❖ At the end of the steps, you offer the job to a person who is a likely good fit, and then you lose her to another employer.
- You can avoid these bad outcomes by using judgment and using the ratings scales that will be provided for each of the steps. In your mind what you want and need for your long-term growth and profitability of your business as you make hiring decisions.
- By using each step carefully, you will show the applicant through your questions, your approach, your thoroughness, just how important you are to the applicant.
- You will demonstrate your best communication skills during the interview. You will be required to listen, respond, summarize, explain, and give feedback. Throughout the interview, you will use your verbal skills based on two types of communication skills:
 - **Screening Skills:** As you interview, you will try to "screen out" the candidates who are not a good fit for success. As you become more confident, you will begin to "sell" the company as a good fit for this person. The important part is to emphasize this "selling" until you are beginning to "sell" the applicant.
- The next step in the selection process begins with the Phone Interview. That's our focus for the next chapter.

Documents related to

Recruit to Win

Sample Help Wanted Brochure

Sample Employment Opportunity Web

Sample Web Screening Application Page

SAMPLE