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What's Old Is New Again A Look at Recruitment in 2011

As companies begin to compete again for talent, effective recruitment is again becoming a crucial HR skill. What are new and emerging trends in this area?

It turns out that what's old is new again, with networking increasingly becoming the preferred recruitment method, according to a survey of recruiters conducted last year by JCSI Corporate Staffing, in Westboro, MA.

Recruiters were asked to evaluate 16 different sourcing methods. LinkedIn and other social media were the favorites that most recruiters planned to use more

in the near future. The recruiters also expected company websites and employee referrals to contribute heavily to good recruitment.

The key to using social media, said the report, is "engagement." You're dealing with a growing audience that sees Facebook, LinkedIn and other social media sites as *the* principal points of social contact. Says the JCSI report: "Companies that use social media as just another advertising channel will miss a tremendous opportunity to connect with passive candidates."

Résumé Banks May Be Passé

New York executive recruiter Bruce A. Hurwitz claims that Monster.com and the other résumé banks are passé. In fact, he says, "In my seven years as a recruiter I have never found a candidate on Monster.com." The problem with these types of sites, he says, is that job seekers send their résumés indiscriminately. Employers have to wade through myriad résumés to find anything of value.

"The best way to find a job is still networking," Hurwitz says.

Linda Duffy, president of Leadership Habitude, in Orange County, CA, agrees. "Most of my clients are small employers," she says. "They don't recruit enough

to warrant a volume discount from the larger boards." Duffy uses three primary methods for recruitment: Craig's List, social media and "good old word-of-mouth."

Networking Still the Key

The recruitment climate may be changing, but good networking — whether Internet-based social networking or more traditional "face to face" networking — remains the key.

And with the growth of social networks, some employers are finding that recruitment costs are actually declining. Social media and word-of-mouth are rapidly taking the place of paid advertising, a trend experts feel is likely to continue. ▲

Hot on the Inside

Social Media Policies 2

If you can't beat 'em, join 'em. Your employees are using social media, so you need a relevant policy.

Strategic Planning 3

Easy to forget about, but necessary for your future. Some tips on conducting sessions.

Employee Loyalty 4

The news of its demise has been exaggerated. You can still have loyal employees, even in bad times.



For More Information:

What Works in Tough Economic Conditions

<http://blog.timesjobs.com/2009/03/what-recruitment-methods-succeed-in-tough-economic-conditions/>

Tips for Hiring the Right Employees

http://humanresources.about.com/od/recruiting/Recruiting_Employee_Recruitment_Recruiting_Talented_Employees.htm

Social Media Policies Are Now a Necessity

Are you effectively using social media, such as Facebook, Twitter and LinkedIn, to promote your business? Probably not. Surveys indicate that while top management fears the risks of the all-pervasive social media, most aren't taking full advantage of the opportunities they provide.

A recent joint study by two companies — Russell Herder, a marketing firm and Ethos Business Law, a law firm, both in Minneapolis — indicates that 51% of senior management, marketing and HR executives fear that social media could be detrimental to employee productivity.



Almost half (49%) feel that using social media could damage company reputation. Yet — illustrating the digital dichotomy afflicting most companies today — 81% believe social media can enhance relationships with customers and build brand reputation; 70% feel such networking can be valuable in recruitment; 64% see them as a customer service tool, and 46% view social networks as a means of enhancing employee morale.

A Policy Needed

While the use of social media by management in many organizations may still be limited, the use of social media by employees in those organizations is likely to be quite high. This means that, however they may feel about social networks, management should provide guidelines to employees about the personal use of such tools.

10 Keys to a Social Media Policy

In their white paper, *Social Media: Embracing the Opportunities, Averting the Risks*, the two firms suggest 10 key social media policy elements:

- A clear definition of the company's philosophy on social media.
- A requirement that employees be open, honest, respectful and transparent in their use of social media.
- Reinforcement of the company's confidentiality and proprietary information policies as applied to the social media environment.
- Guidelines related to online identity, differentiating personal from business identity.
- Focus on how online activity relates to job performance and productivity.
- Potential conflicts of interest, the types of conflicts prohibited and whom to talk to in the company when in doubt.
- A disclaimer to be used when there may be the potential for confusion between business and personal identity — "the views expressed on this blog are mine alone and do not represent the views of my employer or any other person."
- Whether and to what extent the company has the right to monitor social media usage and the identification of any associated disciplinary guidelines.
- The policy should apply to everyone, not just a subset of employees, such as the marketing department.
- Reference to other company policies that apply, such as discrimination, harassment, ethics and code of conduct.

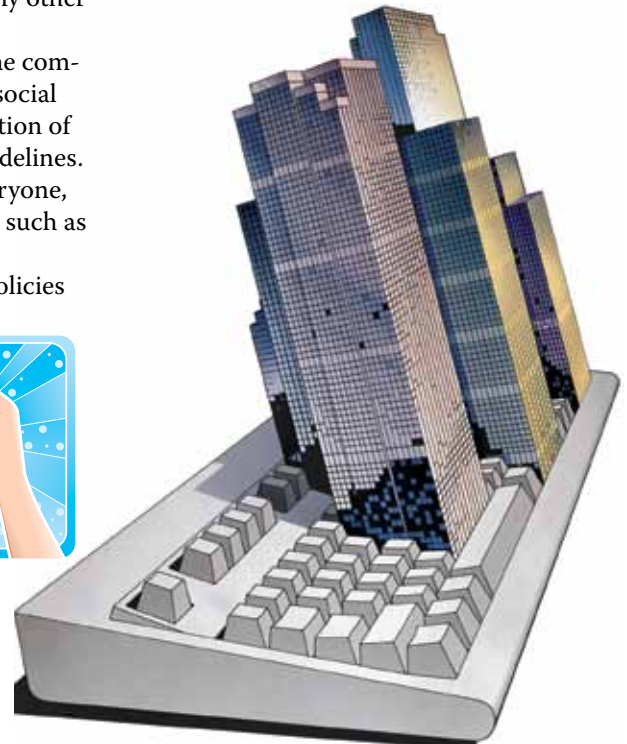


The many varieties of social media are not going away any time soon. Regardless of your company's policies, most of your employees are probably already participating. To ensure that this participation does not run afoul of policies or issues that

can affect your company's reputation, you should establish and communicate clear guidelines.

One problem: The social networking world changes quickly. For example, in recent months, a new service, Instagram, has become popular with smartphone users. It's similar to Twitter, but is primarily visual, with users frequently posting photos to document their days. This means that your social network policy should not only address photos and other visual aspects, such as artwork, as well as words, but that it may need frequent updating.

Consider designating someone to stay current on social media trends, so policies can be kept up to date. ▲



For More Information:

Inc.'s How to Write a Social Media Policy

<http://www.inc.com/guides/2010/05/writing-a-social-media-policy.html>

77 Social Media Policy Examples and Resources

<http://socialmediatoday.com/davefleet/151761/57-social-media-policy-examples-and-resources>

7 Steps to Successful Strategic Planning Sessions

It's all-too-easy to get so caught up in putting out brush fires that you lose track of the need for long-range planning. Which is why strategic planning sessions can be vital: They prepare a path to the future you can follow with confidence.

Like any process, strategic planning must be well-planned and well-executed to ensure success. To conduct an effective strategic planning session, here are seven steps to follow:

1. Know Your Intended Outcome

Clearly specify the desired result. Three vital questions that should guide the strategic planning process are:

- Why are we conducting this session?
- What are we hoping to achieve?
- How will we hold ourselves accountable to ensure success?

2. Do Your Homework

The strategic planning session itself is just the final act of the strategic planning scenario. Much of the work occurs long before the group actually convenes. Rita Gunther McGrath, co-author of *Market-Busters: 40 Strategic Moves that Drive Exceptional Business Growth* (Harvard



Business School Press, 2005) prepares for strategic planning sessions using the "Five C's of situation analysis" – developing insights about *customers*, *competitors*, "complementors" (potential allies), *company* and the *context* in which the company is competing.

In addition to knowing the desired outcome, you need to understand the situation and the background behind what led the organization, business unit or department to its current state. Find out what internal and external factors affect the team. Have a clear sense of who the stakeholders are, and know their preferences and potential biases.

3. Select the Right People

Not having the right people in the room can hinder strategic planning. Based on background analysis and research, you should have a solid understanding of who the players within your organization are and which of them need to be there to move strategic planning forward. It's vital to ensure that those who will be accountable for execution of the strategic plan are at the session.

4. Prepare Participants

Participants should be prepared before they ever walk in the door. Provide them with an agenda and some coaching to encourage them to say what is on their mind. Their heads need to be in the game before the session begins.

5. Identify a Leader

Someone needs to make sure the resulting plan is implemented. He or she should be identified up front to ensure that participants are held accountable for getting to the agreed-upon ending.

6. Facilitate

Facilitating the session is essential.

Facilitators should be inclusive and focused. They need to create an atmosphere where everyone is comfortable contributing and exploring even off-the-wall ideas.

Above all, facilitators need to be compulsive about documentation, including taking notes and recording action items.

One important point: Don't expect, or even aim for, consensus. Instead, strive for commitment. The entire team must be committed to implementing the plan.

7. Follow Up

An effective strategic plan requires commitment to actions and accountability, as well as a clear, direct and measurable tie to the outcomes established in Step 1. Once participants leave the room their work is just beginning. It's important to ensure that a process for accomplishing the plan through clearly identified objectives and scheduled follow-ups is embedded in the process. ▲

Planning on Temps

When planning for the future, don't forget the flexibility that good temporary employees give you.

Need to expand, but not sure the recession is truly over? Try using well-qualified temps to increase your business. If your business growth proves long-lasting, you can convert these proven temporary staff members to permanent employees.

Ask us how we can help you plan for the future.

For More Information:

Overview of Various Strategic Planning Models

<http://managementhelp.org/strategicplanning/models.htm>

How to Do Planning

<http://managementhelp.org/planning/>

Strategic Planning Mistakes and How to Avoid Them

<http://www.birnbaumassociates.com/planning-mistakes.htm>

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Engendering Employee Loyalty

What makes employees loyal to a company and how can you engender that loyalty, especially during tough times, when you can't offer the financial rewards you can in better times?

Loyalty is Inherent

Even though surveys show employees to be less loyal than in previous years, you have a huge inherent plus in trying to reestablish that loyalty: Employees want to be loyal. We're hard-wired to be loyal to a group, whether a family, a group of friends or the organization we work for. So the first thing you need to do is *avoid turning off* that loyalty instinct.

One guaranteed loyalty-killer is perceived unfairness. Another is being lied to. Few things in the American culture turn employees off more than being overtly lied to by employers.

So, before you can start building loyalty, you have to avoid tearing it down. Make sure all employees are treated fairly, and follow up on all complaints of unfair treatment. And avoid not only overt lying, but also "lying by omission,"

i.e., being so uninformative that the inevitable rumor mills result in you being perceived as untruthful. Be as open as possible in communication with employees.

Beyond avoiding losing loyalty, what can you do to foster it?

Fostering Loyalty

Sara Roberts, president of Roberts Golden Consulting, in San Francisco, and co-author of *Light Their Fire: Using Internal Marketing to Ignite Employee Performance and Wow Your Customers* (Dearborn, 2005), lists the "four E's" of creating employee loyalty:

ENGAGE Involve employees in helping you create your company's vision. Then paint a clear and vivid picture of how to execute it.

ENABLE Create a supportive environment along with the tools, training and direction to do their jobs. Remove obstacles and roadblocks.

EMPOWER Great companies give their employees the autonomy and platform to do their jobs well. Empower them to make decisions and encourage risk-taking.

ENSURE Demand accountability at all levels. Reward and recognize good performance. When employees don't reach their goals, don't be too hasty to punish. Consider setting revised goals. Then coach performance and measure again.

In a down economy, there is a tendency to take loyalty for granted, as employees have few options. There are two flaws in this philosophy, however:

- When hard times end, and you have to expand rapidly, you'll need those veteran employees to improve your market position. You don't want disgruntled veterans bailing out as soon as other jobs become plentiful.
- Employees "staying on the job" is not the same as employees trying with all their hearts, souls and imaginations to make your company successful. That requires loyalty, and more you foster it, the more it will pay off for your organization. ▲



For More Information:

Why Managers Should Care About Employee Loyalty

<http://www.jobacle.com/blog/2009/7/17/why-managers-should-care-about-employee-loyalty.html>

Benefits Can Boost Employee Loyalty

http://www.shrm.org/hrdisciplines/benefits/Articles/Pages/Benefits_Loyalty.aspx

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