

Week 5

Finding Internal Candidates

- Job posting
 - Publicizing an open job to employees (often by literally posting it on bulletin boards) and listing its attributes.
- Rehiring former employees
 - Advantages:
 - They are known quantities.
 - They know the firm and its culture.
 - Disadvantages:
 - They may have less-than positive attitudes.
 - Rehiring may sent the wrong message to current employees about how to get ahead.

Finding Internal Candidates (cont'd)

- Succession planning
 - The process of ensuring a suitable supply of successors for current and future senior or key jobs.
- Succession planning steps:
 - Identifying and analyzing key jobs.
 - Creating and assessing candidates.
 - Selecting those who will fill the key positions.

Outside Sources of Candidates

- Advertising
 - The Media: selection of the best medium depends on the positions for which the firm is recruiting.
 - Newspapers (local and specific labour markets)
 - Trade and professional journals
 - Internet job sites
 - Marketing programs
- Constructing an effective ad
 - Wording related to job interest factors should evoke the applicant's attention, interest, desire, and action (AIDA) and create a positive impression of the firm.



Excellence!

In the WellCare family of companies, we're proud of the fact that our team members have been providing excellent service to our clients for nearly 20 years. That's why we reward our employees with competitive pay, industry-leading benefits and outstanding opportunities for career advancement. Currently, we are seeking a qualified:

Benefit Consultant

The successful candidate will present the Medicare + Choice Plan using approved presentation materials in both in-home and seminar settings, prospect for and enroll eligible parties, and meet minimum enrollment goals for new members in the Medicare + Choice Plan. Additional responsibilities include event planning, converting appointments into enrollments and maintaining an acceptable disenrollment rate.

Ideal candidates will possess a high school diploma, Medicare Sales Certification and Recertification, 240 Health Insurance License, a valid driver's license, prior event planning expertise. Qualifications also include good telemarketing, public speaking, public relations, organizational and communication skills. Schedule flexibility and familiarity with various software applications (Word, Access, Excel, PowerPoint, Publisher) required.

WellCare offers a comprehensive benefits package including Medical, Dental, matching 401(k), paid holidays, paid time off and more.

Bring your commitment to excellence to WellCare.

Please forward your resume to: WellCare, Inc.
6800 N. Dale Mabry Hwy., Suite 116
Tampa, FL 33614
Fax: (813) 262-2822
E-mail: hr@wellcare.com



Help
Wanted Ad

Outside Sources of Candidates (cont'd)

- Types of employment agencies:
 - Public agencies operated by federal, state, or local governments
 - Agencies associated with nonprofit organizations
 - Privately owned agencies

Outside Sources of Candidates (cont'd)

- Reasons for using a private employment agency:
 - When a firm doesn't have an HR department and is not geared to doing recruiting and screening.
 - The firm has found it difficult in the past to generate a pool of qualified applicants.
 - The firm must fill a particular opening quickly.
 - There is a perceived need to attract a greater number of minority or female applicants.
 - The firm wants to reach currently employed individuals, who might feel more comfortable dealing with agencies than with competing companies.
 - The firm wants to cut down on the time it's devoting to recruiting.

Outside Sources of Candidates (cont'd)

- Avoiding problems with employment agencies:
 - Give the agency an accurate and complete job description.
 - Make sure tests, application blanks, and interviews are part of the agency's selection process.
 - Periodically review data on candidates accepted or rejected by your firm, and by the agency. Check on the effectiveness and fairness of the agency's screening process.
 - Screen the agency. Check with other managers or HR people to find out which agencies have been the most effective at filling the sorts of positions needed to be filled.
 - Review the Internet and a few back issues of the Sunday classified ads to discover the agencies that handle the positions to be filled.

Temp Agencies and Alternative Staffing

- Benefits of Temps
 - Paid only when working
 - More productive
 - No recruitment, screening, and payroll administration costs
- Costs of Temps
 - Fees paid to temp agencies
 - Lack of commitment to firm

Concerns of Temp Employees

- Treatment by employers in a dehumanizing, impersonal, and ultimately discouraging way.
- Insecurity about their employment and pessimistic about the future.
- Worry about their lack of insurance and pension benefits.
- Being misled about their job assignments and in particular about whether temporary assignments were likely to become full-time positions.
- Being “underemployed” (particularly those trying to return to the full-time labour market).
- In general they were angry toward the corporate world and its values; participants repeatedly expressed feelings of alienation and disenchantment.

Guidelines for Using Temporary Employees

- **Do not train your contingent workers.**
- **Do not negotiate the pay rate of your contingent workers.**
- **Do not coach or counsel a contingent worker on his/her job performance.**
- **Do not negotiate a contingent worker's vacations or personal time off.**
- **Do not routinely include contingent workers in your company's employee functions.**
- **Do not allow contingent workers to utilize facilities intended for employees.**
- **Do not let managers issue company business cards, nameplates, or employee badges to contingent workers without HR and legal approval.**
- **Do not let managers discuss harassment or discrimination issues with contingent workers.**
- **Do not discuss job opportunities and the contingent worker's suitability for them directly.**
- **Do not terminate a contingent worker directly.**

Working with a Temp Agency

- Invoicing. Get a sample copy of the agency's invoice. Make sure it fits your company's needs.
- Time sheets. With temps, the time sheet is not just a verification of hours worked. Once the worker's supervisor signs it, it's usually an agreement to pay the agency's fees.
- Temp-to-perm policy. What is the policy if the client wants to hire one of the agency's temps as a permanent employee?
- Recruitment of and benefits for temp employees. Find out how the agency plans to recruit what sorts of benefits it pays.
- Dress code. Specify the attire at each of your offices or plants.
- Equal employment opportunity statement. Get a statement from the agency that it is not discriminating when filling temp orders.
- Job description information. Have a procedure whereby you can ensure the agency understands the job to be filled and the sort of person you want to fill it.

Offshoring/Outsourcing White-Collar and Other Jobs

- Specific issues in outsourcing jobs abroad
 - Political and military instability
 - Likelihood of cultural misunderstandings
 - Customers' security and privacy concerns
 - Foreign contracts, liability, and legal concerns
 - Special training of foreign employees
 - Costs associated with companies supplying foreign workers

Outside Sources of Candidates (cont'd)

- Executive recruiters (headhunters)
 - Special employment agencies retained by employers to seek out top-management talent for their clients.
 - Contingent-based recruiters collect a fee for their services when a successful hire is completed.
 - Retained executive searchers are paid regardless of the outcome of the recruitment process.
 - Internet technology and specialization trends are changing how candidates are attracted and how searches are conducted.

Guidelines for Choosing a Recruiter

- Make sure the firm is capable of conducting a thorough search.
- Meet the individual who will actually handle your assignment.
- Ask how much the search firm charges.

Outside Sources of Candidates (cont'd)

- On demand recruiting services (ODRS)
 - A service that provides short-term specialized recruiting to support specific projects without the expense of retaining traditional search firms.

Outside Sources of Candidates (cont'd)

- College recruiting
 - Recruiting goals
 - To determine if the candidate is worthy of further consideration
 - To attract good candidates
 - On-site visits
 - Invitation letters
 - Assigned hosts
 - Information package
 - Planned interviews
 - Timely employment offer
 - Follow-up
 - Internships

Outside Sources of Candidates (cont'd)

- Employee referrals
 - Applicants who are referred to the organization by current employees
 - Referring employees become stakeholders.
 - Referral is a cost-effective recruitment program.
 - Referral can speed up diversifying the workforce
- Walk-ins
 - Direct applicants who seek employment with or without encouragement from other sources.
 - Courteous treatment of any applicant is a good business practice.

Outside Sources of Candidates (cont'd)

- Recruiting via the Internet
 - More firms and applicants are utilizing the Internet in the job search process.
- Advantages of Internet recruiting
 - Cost-effective way to publicize job openings
 - More applicants attracted over a longer period
 - Immediate applicant responses
 - Online prescreening of applicants
 - Links to other job search sites
 - Automation of applicant tracking and evaluation

Selected Recruitment Web Sites

careerbuilder.com™

CareerBuilder.com

8420 W. Bryn Mawr Avenue

Chicago, IL 60631

877-235-8978

Fax: 773-399-6313

carrie.moon@careerbuilder.com

www.careerbuilder.com

Use CareerBuilder.com's smarter search tools to target, find, and hire top-quality candidates quickly and cost-effectively. Access over 9 million candidates, expose your jobs to 2.5 million searches daily and get the exposure on 350 exceptional partner sites, including the nation's leading newspaper's Web sites. The smarter way to find better candidates.



monster®
today's the day™

Monster

5 Clock Tower Place, Ste. 500

Maynard, MA 01754

1-888-MONSTER

www.monster.com

At Monster, we're all about matching the right candidate with the right job. So we've developed hiring tools that make it fast and easy. You type in what you're looking for and we'll send the candidates who match those qualifications right to your desktop. Call 1-888-Monster for more information.

Ineffective and Effective Web Ads

INEFFECTIVE WEB AD

Unix Solaris Admin/ Windows 2000 Administrator

Exciting opportunity on ground floor project for telecom/Internet venture—local candidates only at this time.

Might also consider subcontract if candidate has over 6 years of Solaris admin exp.

Solaris Unix Solaris Systems Admin.

MUST have Windows 2000 Admin experience.

MUST have at least 3–4 years plus of System Admin experience.

MUST have at least 3 solid years of Solaris exp.

Looking for someone who has solid experience working with data storage and how it works in enterprise systems. (Looking for experience like RAID.)

Also must have: Windows 2000 and looking for someone with specific Cisco switches and routers (5500 and 6500 Series).

EFFECTIVE WEB AD

Work for the World's Best Boss... You!

Now you can be in business for yourself, have your own office, schedule your own time, and advance to management within a year. Add to that a six-figure income in the second year . . . and you have the dream career your talents deserve.

We have over 140 offices nationally with over 60,000 clients. Currently, our office in Tampa seeks entrepreneurial, success-driven professionals who will welcome the independence and advantages of being a sales professional. You must have the interpersonal/communication skills and highly professional image to promote our indispensable services to the business and medical communities.

We offer:

- Excellent Commissions
- Proven Repeat Business
- Outstanding Training
- No Travel, Nights or Weekends