



find great people

HR Tips / Book One



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Introduction

Your business faces many challenges in today's economy, and the cost of hiring and training employees can be extremely high. That's why finding the right talent is more important than ever – so you can hire the right people the first time. Consider these HR Tips during the recruitment process to help you save time and hire smarter.



Make people
a priority

How to write a winning job description

A job description is a brief document that outlines the responsibilities and qualifications for a particular role. It is essential for the hiring process and makes a good reference point for performance reviews. A well-written job description can help you put the right person in the right job, but where do you start and what do you include?

“ Keep the job descriptions **up-to-date** as they are also important for comparing pay rates against other jobs, and **determining your employee's training needs.** ”



Sell the job

Start with a couple of sentences about the role; why it's important and where it fits in the organization. For example: "Reporting to the Vice President of Sales, the Sales Manager leads a team of three Account Managers and drives our growth by bringing in new business and keeping existing customers satisfied."

Keep it high level

Job descriptions don't need to include every small task, but they do need to clearly describe the major responsibilities. For example: "Responsible for preparing quarterly inventory reports" or "Manages a team of six people, conducts performance reviews and oversees professional development planning." Six to ten points is usually enough.

Essential qualifications only

List the qualifications that are absolutely essential for the job and leave the nice-to-have skills or experience for the interview. For example: "Must be fluently bilingual" or "Must have demonstrated experience selling to senior executives." If your list is longer than about ten items, you may be too detailed.

Review & compare

Ask someone on your team to review the description for you. Chances are, they'll see something you've missed. If you are absolutely stuck, or have never hired for the role before, do a quick search online for similar roles and compare the descriptions.

Keep it up-to-date

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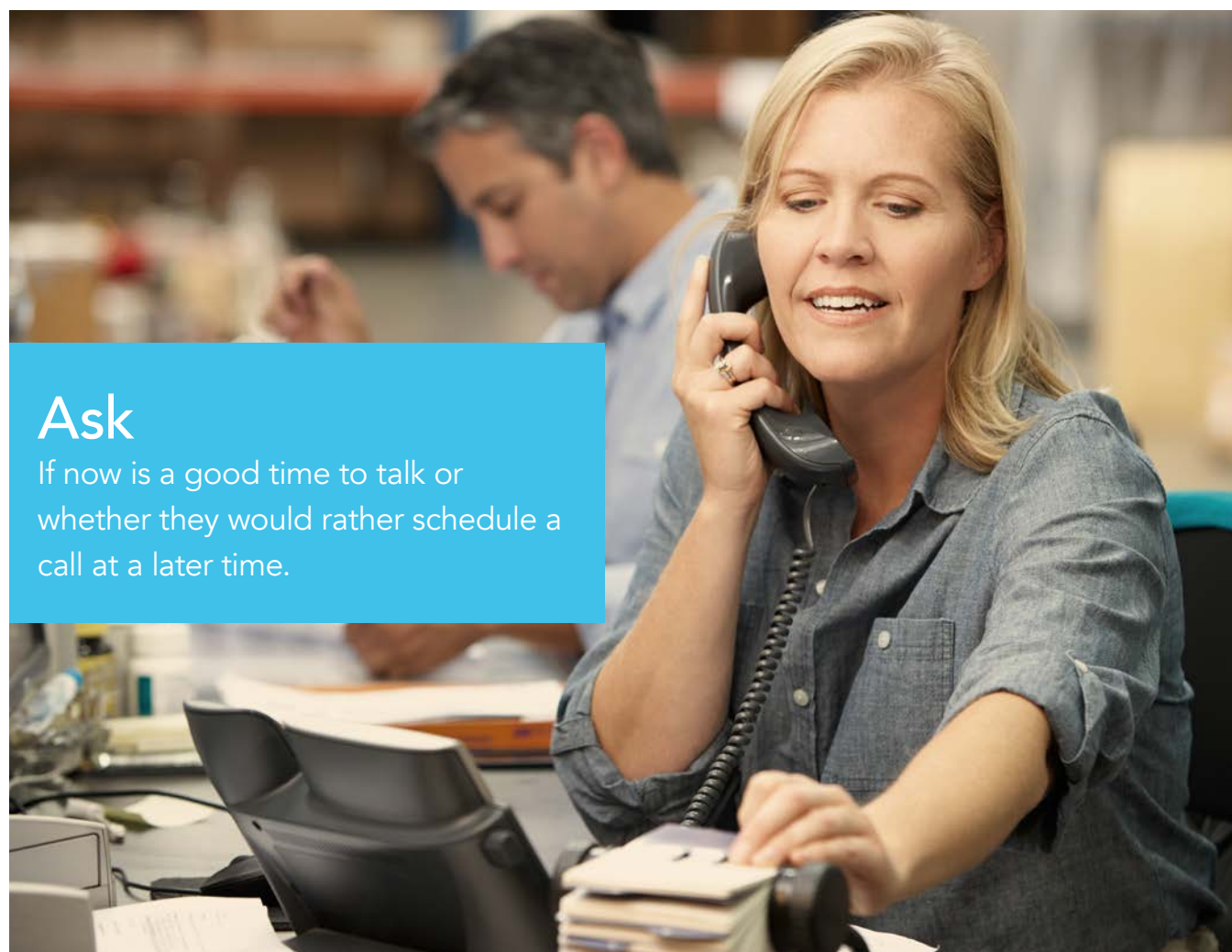


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How to conduct reference checks

An applicant's references can provide vital information about that person's suitability for a position, adding an important dimension to what you've learned from their resume.

“ Identify yourself, **your title, organization name**, and tell them you are calling about a **reference for a candidate you are considering**. ”



Ask

If now is a good time to talk or whether they would rather schedule a call at a later time.

Here are some tips on conducting a thorough and informative reference check:

- Identify yourself, your title, organization name, and tell them you are calling about a reference for a candidate you are considering.
- Ask if now is a good time to talk or whether they would rather schedule a call at a later time.
- Make sure they understand that you have the consent from the applicant and that all responses will remain confidential.
- It is important to give a brief description of the role you are considering the applicant for so that they can comment in context.
- Give them time to answer your questions. Let them respond and do not cut them off or put words in their mouth.

While it is important to tailor reference check questions to your organization, the job and the applicant being considered, the following are some common examples of questions that can be asked:

1. In what capacity were you associated with the applicant and since what date?
2. In what capacity was the applicant employed? What were their job responsibilities and salary?
3. Was the applicant successful in fulfilling his or her duties?
4. What was it like to supervise the applicant?
5. Was the applicant a valuable member of the team?
6. What unique skills did the candidate bring to your organization?
7. What were their strengths?
8. What were their weaknesses or areas that needed improvement?

9. Considering the job being applied for, do you think the applicant has the skills and attributes?
10. Why did they leave your employment?
11. Would you rehire the candidate; why or why not?
12. Is there anything else you would like to add?



Give them time to answer your questions. Let them respond and **do not cut them off** or put words in their mouth.



It is important to give a **brief description** of the role you are considering the applicant for so that **they can comment in context**.

How to spot a fib (part 1)

A fib, an embellishment or an outright lie, whatever you want to call it, candidates who lie on a resume or job application are a growing problem for companies trying to hire the right people. An estimated 53% of job applicants commit some form of resume fraud and 31% of people admit to lying on a resume.¹

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Bad Hire

A “bad hire” who leaves within six months costs approximately \$40,000 in severance pay, training, wasted human resource time, possible search firm fees, and loss of productivity; not to mention a negative impact on employee morale.³



Here are some of the top Fibs job seekers tell and what you can do to Foil the deception.

The Fib: Education – This includes listing a bogus or incomplete degree or certification, or lying about their grades. One in seven students drop out of post-secondary programs⁴ and 21% of resumes contain fraudulent degrees¹, so it's worth checking anything that seems suspicious.

The Foil: Get the full program name and year of graduation, ask for an official transcript or call the institution yourself and check. You can also hire a company to do a formal background check.

The Fib: Skills – Some job seekers simply cut and paste the skills from your posting into their resumes to trick automated systems and hiring managers into ranking them higher.

The Foil: Ask questions during the interview that require specific knowledge and experience with the skill you are seeking. Ask for certifications or require applicants to take a test to demonstrate their skills.

The Fib: Experience – From overstating a role on a project to creating a lofty title, 33% of resumes contain inaccurate descriptions of past positions and experiences.¹

The Foil: A thorough reference check is your best foil. Secure candidate consent to contact references and be sure you speak directly to the reference, verify employment role, title, dates, and responsibilities. Make sure you're actually talking to a representative of the company listed by calling their main number and asking for the contact by name. Some fraudsters use their friends to pose as former employers. Refer to ADP HR Tip How to Conduct Reference Checks for more reference check tips.



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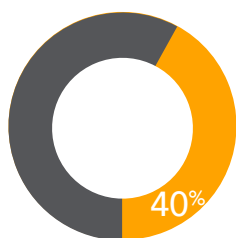
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Sources:

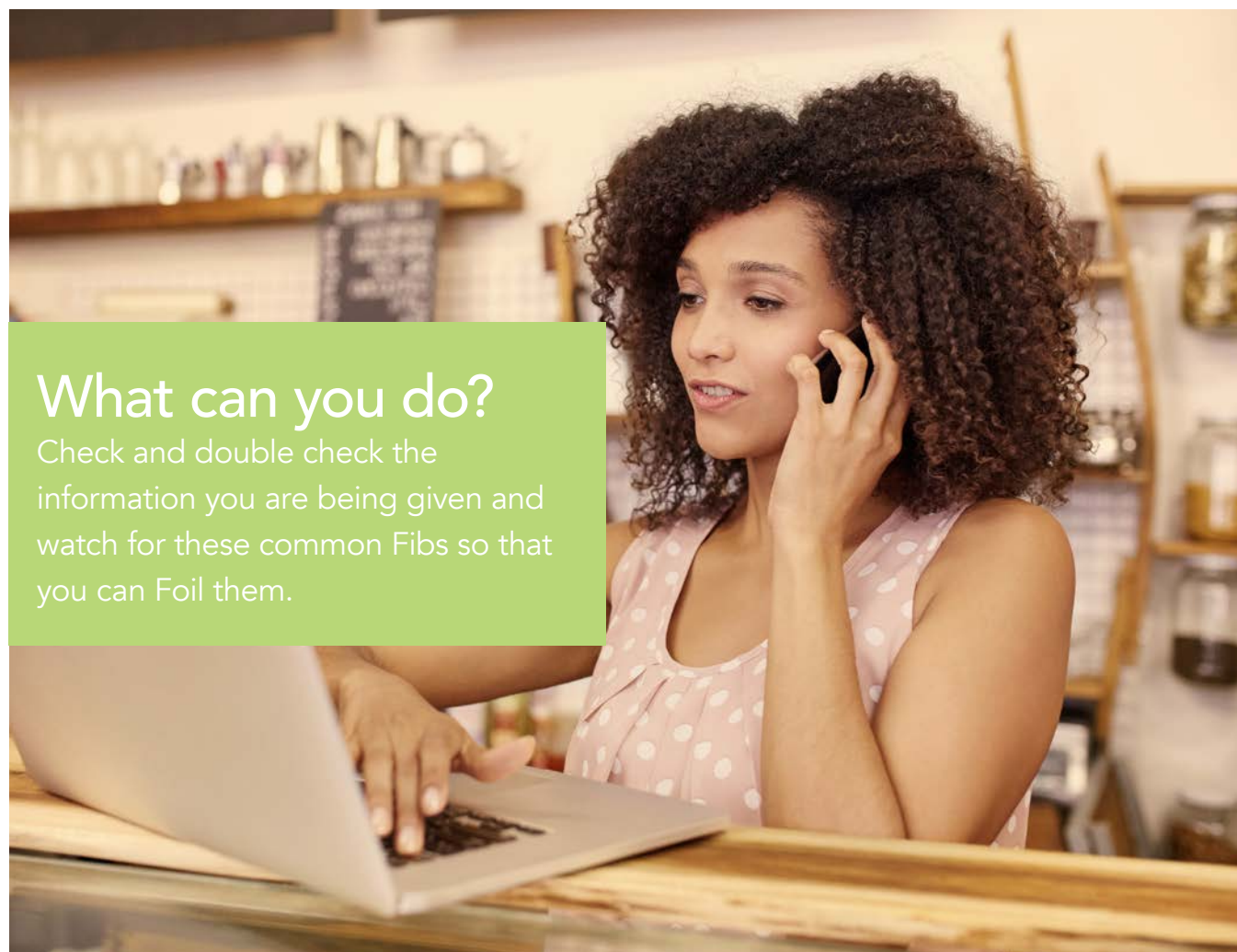
1. ADP, Accu-Screen, Inc., *The Society of Human Resource Managers. Resume Falsification Statistics*, 2012. 2. Business Insider. *The Most Common Lies People Tell on Their Resumes*, 2013. 3. BackCheck. *Background Checks Statistics and Facts*, 2013. 4. Maclean's On Campus. *More students go to post-secondary, but one in seven drop out*, 2007.

How to spot a fib (part 2)

In Part 1, we looked at some of the less-than-honest things people will say to get a job. More than half of job applicants have committed resume fraud¹ – pretty scary when you're trying to hire the right people.



40% of people inflate past salaries. Sometimes it's just a little, but if you're basing commissions or bonuses on base salary, **you may be over-paying.**¹



What can you do?

Check and double check the information you are being given and watch for these common Fibs so that you can Foil them.

The Fib: Salary – Did you know that 40% of people inflate past salaries.¹ Sometimes it's just a little, but if you're basing commissions or bonuses on base salary, you may be over-paying.

The Foil: During the reference check, ask the previous employer to confirm the last annual base salary or at least the range for the position. Not all employers will provide this information as it may fluctuate year by year or be subject to privacy rules. Check out online job sites such as Workopolis to see what average salaries for the position are in your area.

The Fib: Reasons for leaving – This is a very common question to ask a prospective employee, and there are many valid answers. But how can you be sure you're hearing the whole story?

The Foil: The quickest way to verify why someone left a previous job is during reference checks. Ask straight out whether the candidate left voluntarily or not. You can also ask whether the employer would hire them back again. Serial terminations can indicate a problem.

Other Tricks: Here are a few common misrepresentations.

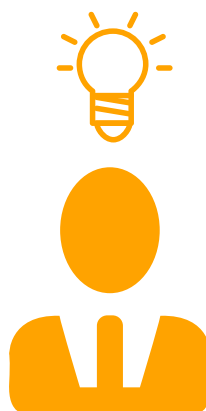
If you can't reach a reference after multiple attempts, be wary. Make sure you speak to at least a few previous employers or colleagues.

Altered employment dates happen 29% of the time¹ so ask about resume gaps. Usually they indicate a reasonable break from work such as maternity leave or a return to school, but there may be something more.

Textbook answers are easy to find on the Internet and can distract you from learning what you need to know about a candidate. Have a few non-standard questions up your sleeve and see how the candidate responds.



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Sources:

1. ADP, Accu-Screen, Inc., *The Society of Human Resource Managers. Resume Falsification Statistics*, 2012

How to find your next employee

Finding and keeping those key people is an employer's most important role, but it can be difficult to build the right team, particularly if you're growing rapidly. Recruiters can be effective but also costly, and posting the ad online may get you an inbox full of resumes you don't have time to read.

“ Keeping those key people is an employer's most important role, but it can be difficult to build the right team, particularly if you're growing rapidly. ”



Here are some tips to help you connect with your next star employee quickly.

Put it online.

Post the role on your website so you have a link that's easy to share. If you don't have a website, see if your chamber of commerce will let you post your job on their site.

Use your networks.

Let your clients, investors, partners, distributors, suppliers and even your friends and family know that you're looking for a key person. A referral from someone you know is more likely to be a good candidate than a stranger.

Go social.

After you've posted the job on your website, share the link on LinkedIn, Twitter, Facebook, your blog and any other social networking tools you may use. LinkedIn has great search tools to help you find and connect with professionals all over the world.

Keep it relevant.

Professional and industry associations usually have career centres on their websites where members can post their resumes and look at open positions.

Ask your staff.

Your employees are your best recruiters. Make sure they understand who you're looking for by circulating the job description and the link. You might even want to offer a referral bonus.

Get professional help.

For very senior roles or those requiring specific skills or experience, you may want to hire a recruiting firm to help you out. Look for a recruiter with experience in your industry who can tap into parts of the market you can't reach on your own.

Always be looking.

Recruiting should be an ongoing task. Be sure your website has a way for people to submit resumes, even if you're not actively hiring. You can also build a pipeline of candidates through your regular networking activities. Encourage your team to do likewise and you will soon find you have a good place to start looking for your next star employee.



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We hope you found these HR tips helpful

If you would like to learn more about what ADP can do for your business, do not hesitate to get in touch.

Call 1-866-228-9675 or visit adp.ca

Find Great People.

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