

## Hiring Tips

### Recruiting Like a Recruiter

- Keep your firm in the “news”  
  
The Society for Human Resources Management and the Employment Management Association report that a walk – or write-ins are the most single most productive recruiting tool. Use every opportunity to get your name in trade publications. Let potential candidates know your corporate philosophy, client work, etc.
- Stay active.  
Meetings are a great way to increase your network and meet potential candidates. Be accessible and be a mentor.
- Potential candidates.  
Watch the trade papers for names of people who recently joined or were promoted at rival organizations. Keep a list of these names. In six months to a year, you will have a list of potential people with whom you can network.
- Keep in touch with former employees.  
When an employee leaves for a better opportunity, don't treat them like the enemy. They know your company and can be a great recruiting source for you.
- Use the same networks your employees use.  
Professional and alumni associations can be very helpful.
- Have more than one person review the same resume.  
It's helpful because each person brings another perspective.
- Give an assignment before the interview.  
Ask the candidate to visit one of your stores, plants, campuses, offices, or your web page. Then ask for their observations. A possible alternative is to ask them to bring in a work sample and present the process undertaken to complete it, from the beginning to end. This provides a demonstration of how the person carries out an actual task.
- Ask all your questions at once.  
Put all your initial questions up front. This is important as it forces the candidate to respond and stops the interviewer from talking. Too many interviewers start by “selling” the company, which sometimes

telegraphs the answers they want.

- Interview on a subject you know.  
If you're not familiar with public relations (or the candidate's specialty, whatever it is), ask questions to try to get to the candidate's likes and dislikes, motivators, interests, etc.
- Announce the end of the meeting.  
Give the candidate a warning that the meeting is about to end. Then listen. This will be the time that the most important items may come up.
- Ask candidates what contacts at each past position will say about them.  
This gives the candidate an opportunity to tell their side of the story and gives you more facts on which to judge the candidate.
- Check references carefully.  
It is not illegal to ask for or provide references, although there has been a great deal of litigation over them. Some companies, in fact, have strict policies against giving out anything other than title confirmation. Keep in mind that the references must stick strictly to office conduct and job performance, and they must be factual. For a very good discussion of these issues, see "[Employment References and Defamation](#)," from The Business Owner's Toolkit, an informative site created by CCH, Inc.

#### Selected Human Resource Web Sites

- [The Society for Human Resource Management](#)
- [The Employment Management Association](#)
- [The CCH Business Owner's Toolkit](#)
- [The Human Resource Professional's Guide to the Internet](#)
- [Academy of Management Online](#)