

Openness critical in finding, keeping employees

By Ray Giller
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Tom Darrow, the founder and principal of Talent Connections LLC, a recruiting solutions firm, said job interviews can be too much of a one-way street with the employer asking all the questions.

So what if the recruiters actually allowed themselves to be analyzed by the prospects?

"You know the tests that are given — the Birkman, or the Myers-Briggs — to test personality; well, wouldn't it be interesting to have the manager take those tests and share the results with the candidate," Darrow said.

"Now the candidate might say, 'That is exactly the type of person I would want to work for,' or they might read it and say, 'Jeesh, I used to work for one of them, never again.'"

Darrow said studies have shown that recruiting and retention of employees depends as much on commonality and fit between employee and manager as competence level.

"The No. 1 reason somebody quits their job is the relationship with their manager," Darrow said. "If that's the case, which it is, why don't we spend more time in the recruiting process assessing that potential fit or lack of fit with the manager?"

"Typically all we do is have a manager sit down with a candidate for 45 minutes to an hour, they have a list of questions, and it is impersonal in a



SPECIAL

HOWTO

HIRE, RETAIN EMPLOYEES

Helpful hints to aid the search:

Hiring

- ▶ Allow the candidate to interview the manager.
- ▶ Expand the interview to focus on behaviors, not just competence.
- ▶ Use referrals from employees already on the job.
- ▶ Build a recruiting network in the community.

Retaining

- ▶ Competitive benefits package
- ▶ Direct conversations between employee and manager on performance
- ▶ Recognition for jobs well done
- ▶ Understand the employees' career goals

an HR outsourcing broker, said many times salaries for similar positions are going to be the same from company to company so recruiting and retaining employees is going to depend on benefits, the so-called extras.

"Once you've got the employee and trained them it is going to be real important to try and hang on to them," Davlin said. "Communicating the goals and knowing roles and responsibilities and praising employees for a job well done is important. A lot of employers do not have a program in place where if the employee knocks one out of the park you have a way to reward them."

Davlin, whose company designs

lot of ways. How in that setting can the candidate or manager assess if there is a real fit? The new trend is to spend more time with them face-to-face on a heart-to-heart talk rather than a résumé-compared-to-job-description interview."

Darrow said the better way is for each side to recruit each other. The candidate needs to ask, among other things, about management style, the manager's expectations in terms of work hours, and how the manager communicates if someone is not doing a good job, which is one thing managers are historically horrible at doing.

Layne Davlin, the owner of NetPEO,

plans used to recruit and retain workers, said 53 percent of employees put pay and benefits above every other factor associated with a job.