



tilson

Recruiting

TILSON | E-GUIDE



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Introduction

Recruiting and retaining top talent is a challenge for many organizations. Successful recruiting campaigns include a variety of techniques and careful positioning. However, despite its challenges, recruiting top talent is crucial for both short- and long-term organizational success.

Use this toolkit to bolster your recruiting efforts and solicit the best possible candidates for your organization. The best people are looking at much more than job postings. Things like company values, internal policies and company culture are all factors for potential applicants. The information in this toolkit can help strengthen your organization's messaging so you may attract the best talent. Please note that organizations use different methods and recruiting procedures. This toolkit is intended to help assess your strategies and to provide insight into improving your efforts.

Note that this toolkit distinguishes between “candidates” and “applicants.” The former refers to individuals who might be a good fit for a position. An applicant is someone who has submitted an application or—if you do not require an application—explicitly expressed interest in the position.

Recruitment Marketing

Recruiting top talent has always been a struggle for organizations and that is especially true in today's labor market. Sometimes hiring departments sink hundreds of dollars into their recruiting processes before realizing that none of the applicants are suitable. With such an unpredictable market, hiring failures are more costly than ever. Avoid wasting time and money by employing recruitment marketing (also known as employer branding) practices from the onset.

Recruitment marketing describes all the strategies an organization uses to promote its brand in a way that attracts and secures candidates. Things like search engine optimization (SEO), employee referrals, analytics and social media branding all fall within recruitment marketing. Recruitment marketing differs from traditional recruitment strategies due to its breadth of tactics. Old methods, like posting to job sites or job boards, still fall within the scope of recruitment marketing, but fall short of providing the same value to your organization.

This section details various recruitment marketing strategies that can help rejuvenate your recruitment initiatives and promote your brand.

Why This Strategy?

Instead of simply posting a job description and hoping a qualified candidate will apply, recruitment marketing hones the process from the start—taking the “finger crossing” out of the equation.

Recruitment marketing helps cultivate candidates by building relationships early. Too often, organizations cannot attract the right candidates, which means positions stay empty longer. By nurturing a relationship with a candidate, you can start the vetting process even before the first phone call.

Many applicants excel at selling themselves on paper and in interviews. Some applicants are skilled enough to conceal a lack of motivation or a poor attitude just to get a job. Hiring departments often look at professional skills instead of other factors when making a hiring decision, which can be harmful to the organization. Forming a relationship with a candidate early on will help form a more accurate picture of the person you are recruiting—beyond the ability to articulate his or her resume.

Social Media

Successfully using social media sites, like Twitter or Facebook, is just one of the tactics within the scope of recruitment marketing. Social media's reach means you are guaranteed at least some kind of audience. The trick will be finding the best audience for your organization and grabbing its attention.

Since recruitment marketing uses many avenues to propel its brand, social media is just one stop on your recruiting journey. The potential impact of a successful social media campaign is huge, as Facebook alone boasts over 1.5 billion users.

Use your social platforms to interact personally with candidates and show off your company's interests. Craft social media pages that focus on your organization's brand values, not just the jobs it offers. Post pictures of volunteer activities or employee outings to show off your work environment. Pictures of employee activities speak volumes to candidates who are trying to assess your company. Additionally, consider posting links that direct candidates to a specific recruiting area on your company website, instead of the home page.

Your end goal is to attract candidates who identify with your brand values because they will be the best fit for your organization. Only posting job descriptions will get candidates who merely want a job, not those who are driven by your values. Keep this in mind when creating your social media profiles; your social media persona will dictate what kinds of people you attract. Make sure your content resonates with the kinds of candidates you are seeking.

Online Communities

Sites like LinkedIn or Glassdoor technically qualify as social media, but they are more like online communities. LinkedIn and Glassdoor are professional communities that aim to attract and interact with prospective applicants. Depending on your industry, you can find other sites that apply specifically to your industry.

One way online communities differ from other social media is that there are far less distractions. On Facebook, for instance, you are competing with millions of entertainment pages that cloud your organization's recruiting efforts. Professional online communities are more refined and focus on business, so your messaging does not compete with entertainment. However, since other companies will be promoting their brands, too, make sure you differentiate your organization and articulate your values well. Review the [LinkedIn Recruiting Guide](#) in the Resources section of this toolkit for more information on recruiting with that platform.

Job Boards

While they may seem archaic when compared to social media, job boards still play an important role in recruitment marketing. These sites, like Monster or Indeed, are traditional job posting sites that many employers are familiar with. The classic formula has been to post a job description and hope for a qualified candidate to apply. This is no longer the case for savvy recruiters.

You should still use job boards, but include information that goes beyond merely describing the available position. Candidates should get a clear picture of your organization and its values after reading your post. Do not just sell the position—sell the organization’s brand. Since these sites are specific to job-seeking individuals, you want to make it clear that you want applicants who are excited about your organization’s values, not just a job. This is also a good spot to link to your organization’s social media accounts and website, so candidates can get a better picture of your values.

Company Perks

These are the benefits people list when asked, “Why do you work at that company?” Beyond pay, things like employer-sponsored benefits, comfortable workspaces and workout facilities all attract candidates. These benefits can make the difference for someone choosing between Company A and Company B. Moreover, the benefits your organization offers is telling about its values and can bolster your brand’s messaging. For instance, if your organization says it is committed to employee health, that messaging can be reinforced by offering an on-site workout facility.

Keep your organization’s values in mind and think about what your benefits say about those values. Do they promote the message or hinder it? Can you offer anything else to show that you are committed to those values? Candidates will be looking for congruence between the projected values and the offered benefits, so be sure your organization lives up to its message.

CONSIDER OFFERING THE FOLLOWING PERKS:



Concierge services



Day care centers



Casual dress policies



Paid maternity and paternity leave



Fitness center usage



Make sure candidates know about these benefits before their first communication with your company. They should not have to wait until their first contact to find out about these offerings. Advertise these perks on social media and your company website to attract more candidates.

Recruiting Best Practices

Candidate Experience

In addition to the aforementioned recruitment marketing tactics, there are other considerations to keep top of mind during the recruiting process. Remember, you should explore as many avenues as possible to attract the right candidates for your organization. Map the recruiting experience from the candidate's perspective to understand how each touchpoint impacts their perception of the organization. Think of these practices when evaluating your strategies.

Analytics

Build out your recruiting efforts with as much data as possible to ensure a consistent yield of quality candidates. Using data can tremendously affect your organization's recruiting efforts. Look at who your top performers are and find out how they were recruited. Think about what makes them good fits and analyze how to pinpoint those characteristics in candidates. A [top performer grid](#) is a great tool to help with this.

A top performer grid lets you see how a given employee fits into your organizational structure, with respect to their performance. Pair this grid with your preliminary data to help visually analyze your findings and identify top-performing employees. Common areas to track include how long interviews take and how much money is spent per candidate on things such as lunches or branded merchandise.

Evaluations

Much like using analytics, you should assess how your recruiting efforts are being received by candidates. Even if they do not turn into applicants, consider distributing [a survey](#) to candidates about the recruiting process. Try to discover what resonated with them and what did not. You want your recruiting message to be impactful, so you should first assess its effectiveness. If you are still developing your process, send the survey to existing employees and ask them about their recruiting experiences.

Candidate Pools

Engaging potential candidates on social media, or via other methods, is a great way to establish a “candidate pool.”

A candidate pool is a group of candidates that could potentially evolve into applicants over time. If

you have a conversation with a candidate but he or she is still exploring career options, this person will go into your candidate pool. The idea is to retain a list of potential applicants that you can contact if a position ever opens up. Keep in mind the two types of candidates, active and passive. Active candidates will proactively apply, but passive candidates must be convinced to do so. Remember that some candidates might require more persuading than others.

Basically, anyone you engage with who could potentially be a good fit for your organization should go into this pool. This will save time in the future when you need to fill positions because you will already have some established candidates. Having a pre-contacted candidate pool is better than a cold-call list. Review the [sample candidate pool log](#) in the appendix to see how you can track this information.



Recruiting Strategies

The following strategies are examples of ways a recruiter can get ahead of the competition.

Use Technology

- Use internet-based recruiting and job posting sites and apps to attract individuals to your company. Many individuals, especially younger ones, almost exclusively search for jobs using the internet.
 - In addition, make sure job posts and your company's career page are mobile-friendly, as millennials are likely to use their smartphones when job searching.
- Visit websites like Glassdoor, which provide a profile of your company from employees' point of view. View your company's page to see what employees are saying and identify strengths and areas for improvement. You can also contribute to your profile by adding photos and posting company information.
- Use LinkedIn and your company's website and social media accounts (Twitter, Facebook, etc.) to post job openings and build your company brand by highlighting company benefits and perks.

Anticipate Future Hiring Needs

- Predict what positions will need to be filled instead of focusing on only the positions that are currently open. This will allow you to plan for expenses and to devise a game plan for how to recruit long before there is a need.

Offer Employee Referral Incentives

- To enhance the appeal of referring friends to the company, provide monetary rewards or other gifts to current employees who refer quality job candidates for open jobs.
- These programs are generally successful because employees are putting their names on the line by endorsing someone else.

Tap into Labor Markets

- Older employees tend to be more experienced and require less training time than their younger counterparts. To attract workers from this age group, employers can offer plans with lower deductibles and out-of-pocket maximums, as workers in this age group are more likely to use medical services.

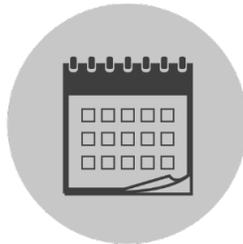
- Offering voluntary benefits, such as long-term care insurance and cancer insurance, may also help attract older, talented employees.
- Offering benefits like more generous vacation time and continuing education benefits can help recruit moms returning to work and veterans.

Attract Millennials

- Retaining older employees is great for keeping knowledge and experience at the company, but those employees will retire eventually. Attracting younger employees will help secure your workforce for the future.
- Consider creating entry-level positions or internships for younger employees.
- Plan for the long term and have older employees mentor the younger generation so there is no knowledge gap when older employees retire.
- Offer perks important to millennials, such as the following:



Student loan assistance



Flexible work scheduling



Benefits counseling



Workplace wellness programs

Conversation Best Practices

The recruiting conversation begins well before the initial phone call. You should be interacting and nurturing relationships with candidates prior to scheduling phone interviews. Social media, online communities and job boards are great places to begin promoting your organization's values and attracting candidates. This section details two aspects of the recruiting conversation, the initial exchange and the first phone interview.

Before the Phone Call

Prior to any interactions, you will need to employ the recruitment marketing tactics listed previously. Your organization will need to do things like improve SEO and garner employee referrals before expecting candidates to come in. After completing those tasks, candidates will begin expressing interest in the available positions.

Take time to reply individually to the candidates. Answer their questions, but also ask why they are expressing interest—what is it about *your* organization that is appealing? Inquiring about their intentions will help you assess whether they will be a good fit.

Go further and ask candidates how their personal qualities will help promote your organization's values. Analyze responses for sincerity and flag those who use generic phrases like "I'm a team player." These replies do not answer how they will advance your organization's goals and they sidestep the actual question. Furthermore, interviewees nowadays are experienced with interviewing and can artfully conceal a lack of motivation for positions just to get the job. Keep this in mind when evaluating candidates and applicants, and use these interactions to gauge if their values are aligned with your organization's.

During the Phone Call

Once a candidate turns into an applicant, you can move on to the rest of the interview process, starting with a phone call. Start the interview with casual conversation to lower the applicant's guard. The point of any interview is to get the applicant talking so you can extract as much information as possible. Opening with small talk will loosen up applicants so they offer information that is more candid.

After pleasantries, jump into the meat of the conversation. Ask questions that challenge the applicant and give insight into his or her personality. Questions should be predetermined prior to the interview and should focus on traits of successful candidates. For instance, instead of saying, "Describe a time when you excelled at a task," try, "Describe a time when you handled a difficult situation." The latter will give insight into the applicant's problem-solving skills and indicate how he or she reacts to challenges. Moreover, these kinds of questions can root out self-motivators. Questions that focus solely on boastful situations do not reveal enough and can result in an unoriginal response.

Remember, the point is to gain insight into the applicant's values, motivations and strengths, as these will determine if he or she is a good fit for your organization. Weak questions will only push you away from your recruiting goal.

Other Considerations

The majority of your time should be focused on quality candidates. You will need to prescreen and identify promising candidates, but do not spend a lot of time trying to coax the value out of a candidate if it is not apparent early in the conversation. Keep in mind that phone interviews range from 30 to 45 minutes. Talking to an unpromising candidate for that amount of time is a waste, which is why prescreening is important. Nurture the relationship with a candidate, but if he or she proves to be stagnant, do not offer a phone interview. Time is money, so do not throw away 45 minutes on an unimpressive candidate.

Recruiting Mistakes

This section details some common recruiting mistakes and explains how they can be detrimental to your efforts. Additionally, be sure to avoid processes, questions or any decisions that could be viewed as discriminatory.

Judging a Response

You should never show your hand when dealing with a candidate or applicant, over the phone or in person. You do not want to indicate a potential hiring decision with your comments, and you do not want to influence the individual's responses with your reactions. You want bad candidates to keep talking and reveal themselves as poor fits. For instance, if you nod and smile (not showing your hand) when a candidate starts bad-mouthing his or her former employer, the candidate is likely to continue the statements. If you were to frown at the comments, the candidate might adjust and qualify them because he or she thinks that is what you want to hear. Your judgment of a response just influenced the candidate.

Asking About Salary History

While it is common to ask what salary threshold a candidate is looking for, you should be cautious about requesting a current salary amount. Doing so might put the candidate on edge and could create a bad impression. Most organizations avoid requesting salary history, so it might be best to avoid altogether. However, in some situations, knowing salary expectations might help vet some candidates early in the process.

Rushing Through the Process

Recruiting the best fit for your organization is not a small task. Do not let pressures like unexpected vacancies or hiring deadlines affect your decision-making. Hiring a poor fit just to get a position filled will hurt your organization in the future. Take the time now to carefully go through all your recruitment marketing tasks and thoroughly vet candidates.

Failing to Get Employee Referrals

Try to be transparent whenever you can during the hiring process. This is not only important for building candidate trust, but also for generating leads. Let employees know you are seeking candidates and give them a chance to offer referrals. Employee referrals are by no means shoo-ins, but they help expedite the recruiting process. A

referral is a great potential candidate because he or she is already backed by an employee's character reference. Failing to tell current employees about position vacancies could cost you qualified candidates.

Trusting a Resume at Face Value

Resumes are meant to highlight whomever they represent. You will not find a resume that includes a pro-and-con list of the individual. Knowing this, you should always be a little skeptical of what is on the page. When given a resume, make sure to ask applicants questions about its contents and how the skills listed will further your organization's goals.



Resources

Basic Interview Questions

“Do you have a personal mission statement or words to live by? If so, what are they?”

“Why did you choose your major? How does your education prepare you for this position?”

“What are your strengths and weaknesses?”

“What specific skills do you have that equip you for this position?”

“Can you describe your experience with [insert software, tool or skill set]?”

“How do you think your co-workers, manager or direct reports would describe you?”

“Do you work better alone or on a team? Why?”

“Describe your favorite or least favorite co-worker or manager?”

“What management style best suits you?”

“How has your education and work experience prepared you for this position?”

“Describe a recent example of [insert skill or characteristic].”

“What was your greatest challenge in the last several years? How did you deal with it?”

“What do you consider your greatest achievement at work or in life?”

“What is your favorite project in the last several years? Why?”

“Can you work the required schedule?”

“Can you work overtime?”

“Are you willing and able to travel?”

“Are you able to lift 50 pounds, stand all day or [insert other job requirements]?”

“When can you start? Can you start on [insert date]?”

“Do you have [insert name of certification], which is legally required for this job? Are you willing to take the class or certification course if not?”

Interview Checklist

Consider the items on this checklist when interviewing candidates:

- Look for detailed, specific answers that support the qualifications you are looking for in a candidate. Be wary of general answers. If the candidate cannot produce details upon follow-up questions, this could be cause for concern.
- Watch body language. Understand the candidate is likely nervous, but he or she should still maintain basic eye contact at least.
- Gather multiple opinions. Especially if only one person interviews the candidate, find other ways of gathering information. For example, ask for the opinion of the receptionist or anyone else the candidate interacted with. You can learn a lot about someone by the consistency of his or her behavior when the person does not think anyone is evaluating.
- Ask questions about what the candidate enjoyed and did not enjoy at previous jobs. Some candidates will “spill all” and complain about a former boss or co-worker. Be wary of these candidates. Even if it is all true, it shows poor judgment to complain about co-workers in an interview.
- Ask about the candidate’s preferred work style and compare that to the job requirements. For example, does the candidate prefer solo work but the job requires a lot of collaboration?
- Conduct the “airport” test. This is especially important for teams that work closely with each other or with customers. If you would not want to be stuck in an airport with this particular person, he or she might not be a good fit for the team.
- Go with your gut instinct. While your gut instinct is a subjective thing, if everyone who met the candidate has the gut instinct to not hire him or her, do not necessarily discount that. However, be careful that you are not allowing any type of prejudice based on protected characteristics to influence your decision (e.g., race, sex, age or marital status).

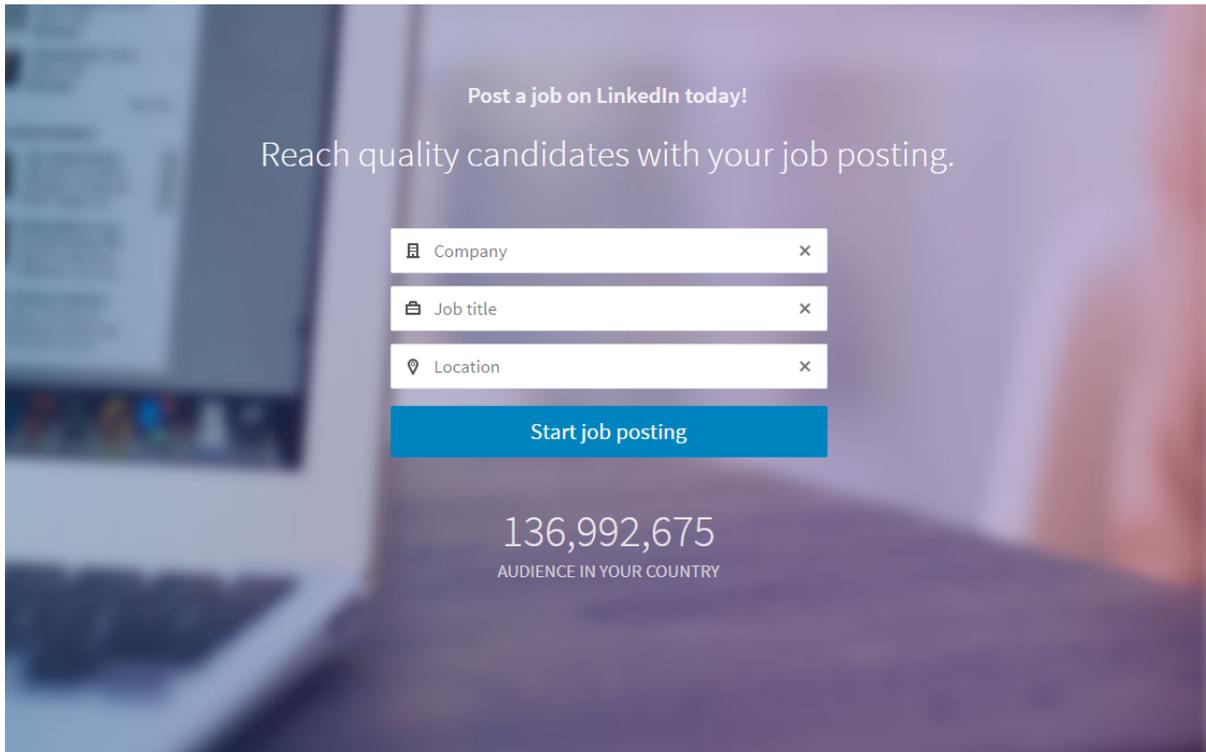
Sample Evaluation Checklist

When you actually sit down to discuss and choose your top candidate, you should have an evaluation process that takes a fair look at each individual. This can be done in many ways. Below are some suggestions for evaluation methods or techniques.

- Ask each candidate the same questions during interviews so you can make a direct comparison.
- Take equal amounts of time to discuss each candidate.
- Have a checklist of requirements, and compare candidates side by side on paper.
- Develop a grading system for candidates. Each interviewer, for example, can choose a number on a scale of 1 to 4 for each qualification.

LinkedIn Recruiting Guide

This guide assumes you already have a LinkedIn username and password. If you do not have login credentials, please get those before continuing. Visit [LinkedIn.com](https://www.linkedin.com) to create a profile.



Finding the right candidate for your organization can be a challenge, but LinkedIn can ease some of the burden. LinkedIn, the social media platform preferred by job seekers and industry professionals, enables you to connect with thousands of potential candidates in your line of business. The platform allows you to post a job, for a fee, or browse groups to find a suitable candidate.

This section provides a brief overview of pay-per-click job postings and free alternatives.

Pay-per-click Job Postings

One of the easiest ways to find candidates on LinkedIn is to post a job with pay-per-click postings. Unfortunately, there is not currently a free method for posting a job on the site. However, posting a job is likely to yield more results than simply linking to a job posting from your LinkedIn profile. To get more traction, consider sharing the job link via social media with others at your company and encourage them to do the same.

The pay-per-click option allows you to enter basic information about the job, such as a description, desired skill sets and methods for applying. For example, you can send applicants to your public site or have them send an email expressing interest.

Once you complete the basic job information, you will be directed to a page where you can set your daily budget. As the name suggests, per-click job postings bill you for each person who views the post. You can set your budget for each posting, and you will not be charged more than 1.3 times your budget. LinkedIn is unclear about how much each click costs, but recruiting experts say things like job location, job type and additional services tied to your account factor into the price. For more information about billing, visit the [FAQ section](#) of the site.

After setting your daily budget and finalizing the post, you will receive a receipt via email. Please note that you will **continue to be charged** for clicks until you take down the post. Unfortunately, LinkedIn does not allow you to adjust your budget, so you will need to take down the post and repost if your budget changes.

Once posted, your advertised position has the potential of reaching thousands of candidates. According to LinkedIn, "We'll share your job across LinkedIn and through email to professionals whose skills and location match the job. Anyone on LinkedIn can find your post through search, and if you have a company page, it will appear there, too. You can also share your job via social media." Keep this in mind when deciding if the pay-per-click model is right for your business.

For more information about posting a job, with step-by-step instructions, visit this [FAQ page](#).

Insurance Producer
ABC Co
Milwaukee, Wisconsin

Job function (Select up to 3) *
Administrative X Consulting X Sales X

Employment type *
Full-time

Company industry (Select up to 3) *
Information Services X Insurance X
Choose an industry...

Seniority level *
Entry level

Job description *
- Build relationships with clients
- Conduct in-person meetings
- Facilitate renewal conversations
- Expand agency book of business

Company description
ABC Co was founded in...

Help us target the right candidates
Select the required skills for your job

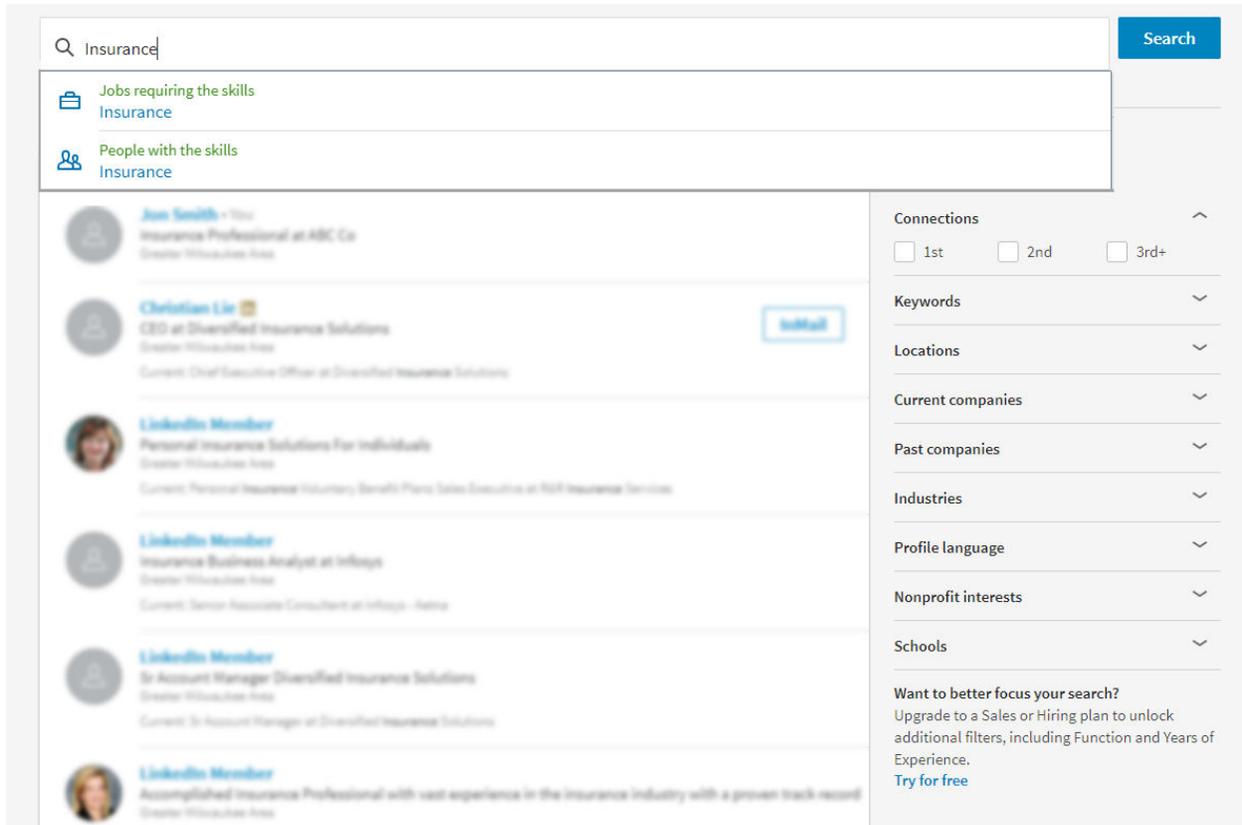
✓ Sales ✓ General Insurance ✓ Communication
+ Add skill

How would you like people to apply?
 Recommended: Let applicants apply with their LinkedIn profile and notify me by email

 Direct applicants to an external site to apply

Want to add a personal touch?
 Show my profile on the job post

Continue



Free Strategies for Discovering Candidates

Another way to find candidates on LinkedIn is simply to search for them at the top of the site. Once you start typing a search term, related results will automatically populate for that term. In the picture above, you can see that typing “Insurance” allows you to view profiles or job postings associated with that term.

After your initial search, you will find refinement options on the right-hand side of the screen. As you can see, there are options for narrowing down your search results by keywords, locations, industries and more.

You can use the same search bar to find groups, companies and job postings related to a term, as well. Try searching for groups related to your industry and join some that are applicable. Joining groups or connecting with other LinkedIn users will build your professional network and enable you to meet more candidates. Similarly, consider viewing job posts so you can see how other companies are marketing their positions.



Sample Referral Solicitation Email to Employees

Dear employee,

At , we know our employees are unrivaled in skill and professionalism. Without our employees' hard work, we would not be the success we are today. Knowing this, we encourage you to refer anyone who you believe lives up to our standards of excellence.

If you know someone as hardworking and dedicated as yourself, please send him or her our way. As you know, offers a referral bonus to employees whose candidates are eventually hired. Ideal candidates will exemplify our company goals and will always put forth their best effort. Please complete the attached referral form if you have someone in mind.

We look forward to reviewing your suggestions! Thank you again for being a part of the team.

Sincerely,

[Insert name]

[Insert title]

Sample Employee Referral Form

1. To refer a candidate for a position within the company, you must fill out this form, attach a copy of the candidate’s resume and/or application, and return it to HR.
2. To be eligible for a referral bonus, the candidate you refer must not already work for the company, and must not have already been sourced by the company.
3. If the candidate you refer is hired, you will receive a referral bonus of \$[insert amount] [insert number of days] days after the referred candidate begins work for the company. Both you and the referred candidate must be employed by the company on the payout date—if this is not the case, the referral bonus will not be paid.
4. Employees involved in the hiring decision for a position are not eligible to collect referral bonuses for that position (recruiters, hiring managers, etc.).
5. Only one employee can receive a referral bonus for each candidate. If multiple employees refer the same candidate, the referral bonus will be given to the first employee to refer that person.

Employee Information

| | |
|----------------------|----------------------|
| Employee Name | Date |
| <input type="text"/> | <input type="text"/> |
| Department | Employee ID Number |
| <input type="text"/> | <input type="text"/> |
| Email Address | Phone Number |
| <input type="text"/> | <input type="text"/> |

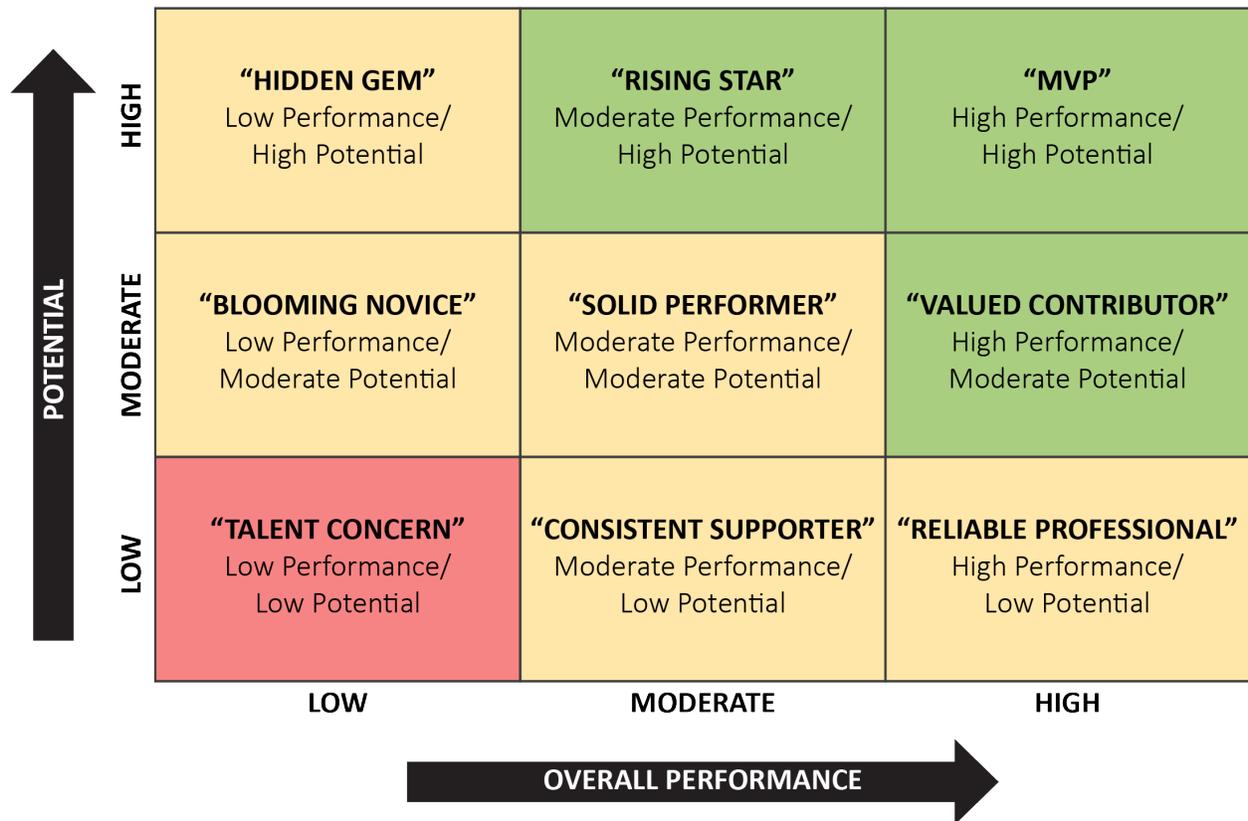
Referral Information

| | |
|-----------------------|----------------------|
| Candidate Name | Daytime Phone Number |
| <input type="text"/> | <input type="text"/> |
| Position Referred For | Email Address |
| <input type="text"/> | <input type="text"/> |

Why is this candidate qualified for this position?

Top Performer Grid

Use the Top Performer Grid to map performance visually. Make estimations based on applicants' resume materials to predict where they might fall on this chart. This can help assess hiring urgency and salary offers for individuals.



Sample Recruiting Experience Survey – For Applicants

This sample survey is for candidates who successfully transitioned into applicants. This means your organization liked the candidate enough to accept his or her application. The survey is meant to identify aspects of the recruiting process that worked for the applicant. Once you figure out techniques that were successful with quality candidates, focus on those approaches.

1. Which position did you apply for at ?
2. How satisfied were you about the information you received about the recruiting process (one being the worst and five being the best)?
 1 2 3 4 5
3. How satisfied were you with the application and resume processing time (one being the worst and five being the best)?
 1 2 3 4 5
4. Did the recruiting team satisfactorily answer any questions you had? (Yes/No)
5. What ultimately made you apply at ? _____

6. What can we do to improve our recruiting process in the future?

7. Please provide any additional comments that can help us provide the best possible recruiting experience.

Return the completed survey to [insert department or contact].

Sample Recruiting Experience Survey – For Missed Candidates

This sample survey is for candidates who decided not to apply to your organization. The survey is meant to pinpoint areas where you can strengthen your recruiting process. By identifying why a candidate chose not to apply, you can strategize how to retain future candidates and transition them into applicants.

1. Which position did you consider at ?
2. How satisfied were you, overall, with your recruiting experience (one being the worst and five being the best)?

1 2 3 4 5

3. What ultimately made you not apply at ? _____

4. What can we do to improve our recruiting process in the future?

5. Please provide any additional comments that can help us provide the best possible recruiting experience.

Return the completed survey to [insert contact information].

Compensation Benchmarking

Benchmarking is an extremely useful resource for any organization. Comparing oneself against others can make or break a business, especially if your organization falls short of the competition. This is especially true when it comes to retaining quality employees. Do not let your competition steal away candidates simply because they offer better compensation. Use benchmarking data to see how you compare against other organizations' compensation practices.

Tilson HR has access to valuable benchmarking data and tools from notable sources, like the Bureau of Labor Statistics. Please contact your Tilson HR representative to receive access to our Retention Tool and other similar resources.

Top Performer Grid

| | | |
|----------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------|
| "Hidden Gem" Low Performance/ High Potential | "Rising Star" Moderate Performance/ High Potential | "MVP" High Performance/ High Potential |
| "Blossoming Novice" Low Performance/ Moderate Potential | "Solid Performer" Moderate Performance/ Moderate Potential | "Valued Contributor" High Performance/ Moderate Potential |
| "Talent Concern" Low Performance/ Low Potential | "Consistent Supporter" Moderate Performance/ Low Potential | "Reliable Professional" High Performance/ Low Potential |

eNPS Tool

Presented by [B_Officialname]

eNPS Rate Inputs

Number of employees surveyed

Number of surveys returned

Number of employees who returned survey with a score of 9-10

Number of employees who returned survey with a score of 7-8

Number of employees who returned survey with a score of 0-6

Results

Net Promoter

Percentage of em

Neutral Empl

Percentage of em

Detractor Em

Percentage of em

Occupational Salary Data

Presented by [B_Officialname]

The following data is derived from the Bureau of Labor Statistics (BLS). It should be used as a reference only and is limited to the same survey parameters as any other survey results. For additional assistance on searching the database or questions on the source data, please visit the "FAQs" tab.

| Occupation (Standard Occupational Classification Code) | Employment | Hourly mean wage | Annual mean wage | Hourly 25th percentile wage | Hourly median wage | Annual 25th percentile wage | Annual median wage |
|-------------------------------------------------------------------------|------------|------------------|------------------|-----------------------------|--------------------|-----------------------------|--------------------|
| All Occupations(00000) | 2805010 | 21.75 | 45340 | 11.68 | 17.43 | 24300 | 36250 |
| Management Occupations(10000) | 130390 | 50.09 | 104180 | 30.93 | 44.38 | 64330 | 92090 |
| Chief Executives(11011) | 3340 | 76.30 | 158220 | 31.94 | 55.34 | 70600 | 115380 |
| General and Operations Managers(11021) | 32350 | 56.44 | 117390 | 29.13 | 45.66 | 60600 | 94980 |
| Legislators(11031) | 1390 | - | 37630 | - | - | 17310 | 18830 |
| Advertising and Promotions Managers(11041) | 200 | 51.75 | 107550 | 34.54 | 47.52 | 71840 | 98850 |
| Marketing Managers(11051) | 2980 | 36.75 | 76400 | 20.88 | 31.85 | 43610 | 66590 |
| Sales Managers(11061) | 5730 | 60.05 | 124900 | 41.90 | 55.59 | 87160 | 115620 |
| Public Relations and Fundraising Managers(11071) | 1010 | 46.73 | 97200 | 33.00 | 43.39 | 72790 | 90220 |
| Administrative Services Managers(11081) | 6070 | 46.67 | 97070 | 34.49 | 45.61 | 72750 | 93620 |
| Computer and Information Systems Managers(11091) | 6400 | 57.25 | 119080 | 44.23 | 53.90 | 91990 | 112100 |
| Financial Managers(11093) | 8810 | 59.63 | 124040 | 40.23 | 53.09 | 83980 | 110420 |
| Industrial Production Managers(11101) | 4720 | 51.91 | 107960 | 31.78 | 47.62 | 78200 | 97760 |
| Purchasing Managers(11103) | 1290 | 48.23 | 100320 | 36.32 | 44.55 | 75550 | 92670 |
| Transportation, Storage, and Distribution Managers(11107) | 2710 | 46.13 | 95960 | 31.71 | 40.80 | 65950 | 84870 |
| Compensation and Benefits Managers(11111) | 340 | 48.17 | 100040 | 35.94 | 46.10 | 76760 | 92900 |
| Human Resources Managers(11121) | 2700 | 50.99 | 106060 | 37.55 | 47.00 | 78090 | 97780 |
| Training and Development Managers(11131) | 620 | 47.00 | 97750 | 34.08 | 43.17 | 70890 | 89800 |
| Farmers, Ranchers, and Other Agricultural Managers(11901) | 50 | 31.01 | 64600 | 24.22 | 31.56 | 58170 | 65650 |
| Construction Managers(11902) | 2890 | 50.80 | 105660 | 36.90 | 46.49 | 76750 | 96710 |
| Education Administrators, Preschool and Childcare Center/Program(11903) | 1050 | 21.68 | 45090 | 15.79 | 20.37 | 32840 | 43370 |
| Education Administrators, Elementary and Secondary School(11902) | 4750 | 51.65 | 107430 | 34.59 | 45.57 | 71950 | 94790 |
| Education Administrators, Postsecondary(11903) | 3170 | 51.65 | 107430 | 34.59 | 45.57 | 71950 | 94790 |
| Education Administrators, All Other(11903) | 200 | 38.12 | 79290 | 26.46 | 34.80 | 55040 | 72380 |
| Architectural and Engineering Managers(11904) | 3950 | 56.53 | 117590 | 46.77 | 54.15 | 93130 | 116590 |
| Food Service Managers(11905) | 5570 | 22.87 | 47580 | 16.56 | 21.14 | 34420 | 43970 |
| Funeral Service Managers(11906) | 90 | 53.15 | 110550 | 28.74 | 43.37 | 59780 | 90220 |
| Gaming Managers(11907) | 50 | 30.99 | 63630 | 23.01 | 29.32 | 47850 | 60780 |

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