



Johnson & Sheldon, PLLC
Certified Public Accountants



10 Recruiting Strategies for a Tight Labor Market - Part 1



Recruiting is one of the most important functions of any company, especially in a tight labor market. Just as you market and sell to prospective customers, you must put that same focus and effort into selling potential employees on joining your company.

This document, which is the first in a two-part series, covers 5 tips and strategies to help improve your success in attracting and hiring qualified candidates for your company.

Make the careers section of your website shine

Your website is the face of your company and potential candidates will certainly visit, so make sure it not only represents your company well but also sells candidates on the benefits of working for your company.

A careers section of your website should showcase your culture and environment which are important considerations for any candidate. Clearly defining your culture pays dividends in the recruitment process by helping attract employees who share the values central to your company's mission. It serves a dual purpose because it also discourages individuals who don't find those values appealing from becoming candidates. A great way to communicate your culture and environment is to create a video that showcases various employees describing the culture, why they like working there, and perhaps even a tour of the office.

In addition to culture, be sure to inform candidates of your benefits and how you support work/life balance for employees. The ability to work remotely could be a significant benefit, especially after so many employees worked from home over the past year. And, don't underestimate non-traditional benefits such as free employee lunches, off-site outings, mentoring programs, employee wellness programs, and flexible work hours.

A careers section should have a list of current openings, but make it clear that you're always looking for rockstars regardless of whether or not you have an open position. For this reason, enable candidates to submit their resumes or contact a hiring manager even if a matching open job doesn't exist.



If your company hires interns or recent graduates, consider having a section dedicated to those candidates and another section dedicated to experienced professionals. Recent graduates may be very interested in training and mentoring, whereas experienced professionals may be driven by more strategic opportunities.

Finally, it's not just the careers section of your website that's important. Any serious candidate will run through the other sections of your website to learn about your position in the market, services, products, team, thought leadership, and expertise. If your website is outdated, lacks content, or is simply unimpressive, it will be a red flag for any candidate.

Use applicant tracking software

Applicant tracking software enables you to manage your job openings and candidates. This type of software integrates with your website so you can post jobs and receive applicant submissions through your website. It enables you to match the right candidates with the right jobs and track the hiring process so no candidate falls through the cracks. It also enables you to better communicate with each candidate so they are not left in the dark throughout the hiring process.

Finally, there is enormous value in building and nurturing a pool of candidates. Quite often, especially for professionals, the decision to make a job change is a long process. For this reason, it's important for a company to stay in touch and nurture candidates for the long term. All too often, hiring the right candidate is a matter of reaching out at the right time - at a time when they didn't get promoted, didn't get a bonus, or have finally had enough with poor management. An applicant tracking system enables a firm to stay organized and continuously communicate with all candidates for the long term.

You can find a fairly comprehensive list of applicant management systems along with reviews at sites like [g2.com](https://www.g2.com) and [capterra.com](https://www.capterra.com).



Write compelling job descriptions

If you haven't already, read each of your job descriptions and consider whether or not you'd be excited to apply for the job. Job descriptions are tough to write and more often than not focus on job responsibilities, requirements, and qualifications. While these are important, you've got to put your sales and marketing hat on. Be sure to include information on the growth of the company, mission, culture, benefits, perks, and opportunities for advancement. Get your marketing team to help in wordsmithing the job description so it not only portrays the facts of the job and company but speaks to the emotions of the candidate.

Monitor and manage your online reputation

Candidates will research your company, especially online. First, be sure to apply for any potential awards such as any Best Places to Work awards. Being a finalist or winner in these types of competitions can provide great branding opportunities.

Second, be sure to review postings on Glassdoor and other employee review sites. Yes, former employees are able to vent and post negative comments, but it's important to understand what current and former employees are saying. You can typically respond when appropriate and notify the site of any untrue or illegitimate postings. Be sure to encourage current employees to post their own reviews, which will not only show well for potential employees but may drown out and dilute any negative comments.

Finally, perform general google and social media searches on your company. Potential candidates will be doing the same. If for any reason negative articles show in search results, you may want to consider working with an SEO or reputation management company to elevate positive articles in search results.



Develop a Strong Referral Program

A referral program can be a powerful source of qualified candidates for your company.

Establish a list of referral sources including internal employees and external referral sources. Provide your referral sources with the information they need. Keep them informed of new job openings and make sure they know the process for referring potential candidates to you.

You may want to offer a reward for a successful hire. Research conducted by the Human Capital Institute indicated that most companies offer a cash reward and the median amount was \$1,000.

The timing of a reward is important. Consider paying the reward after the new employee has been employed for a certain amount of time. Or, pay a portion upon hire and then the balance at a later date. This helps ensure that high-quality candidates are being referred.

Finally, marketing is a huge part of a successful referral program. Consistently remind referral sources of the program and job openings. Upon receiving a referral, be sure to keep both the candidate and the referral source well informed. Don't forget that your referral source may be a key asset in the hiring process because they may be communicating with the candidate every step of the way. Finally, communicate the results of the program to your referral sources because the success of the program can be very motivating.



Final Thoughts

We hope these five tips and strategies are helpful in your efforts to recruit and hire top talent for your company. If we can be of any assistance, please feel free to contact our office.



About Johnson & Sheldon, PLLC

Johnson & Sheldon, PLLC is professional corporation that has established itself as one of the leading, aggressive accounting and consulting firms in the Panhandle Region of Texas. Our clients have been relying on the experience and guidance of our partners, Terry Sheldon , Richard Blankenship and Jeff Joyce for over 30 years. Located in Amarillo, Johnson & Sheldon's client base consists of small to medium size mostly privately-owned business and organizations. J&S is a member of the RSM US Alliance, the nation's fastest growing association of independent accounting firms. Through our affiliation with this network, Johnson & Sheldon, PLLC can offer the pooled expertise and resources of the RSM US Alliance, as well as other network members.



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