THE RESOURCE

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Labor & Industrial INSIGHTS® Magazine

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As we celebrate the 40th Anniversary of our Company in 2019, I feel compelled to reflect back on the incredible journey that brings us to this milestone. - *Kathy Hartung*

THE RESOURCE

So, as you read in the last issue, the opportunity on the horizon for us - after walking away form one of our biggest customers - was in new states! Well...let's just say it might as well have been another country, because nothing was even remotely similar to what we knew in NC. It pushed us out of our comfort zone and forced us to look at things differently to create something new, allowing employees new opportunities to grow. We invested in new software, created an extensive training program, and outlined new solutions to offer during slow periods. We also implemented a new expansion plan post-recession.

In 2011 we embarked on a rebranding campaign, which led us to several marketing agencies, a major Corporate Office change in 2013, and a name change in 2014 - from *Temporary Resources* to *The Resource*!

We incorporated the CORE Assessment and CORE Hiring System into our brand in 2016, along with Coaching & Leadership Development. In 2017 we added a new Hiring Solution option to significantly increase the candidate pool for our customers' needs. 2017 was another year for expansion, into 3 new markets: Salisbury, Lexington and Yadkinville!

The current labor market is the biggest challenge I can recall in my 35 years. We're tackling this challenge with new and innovative ways to solve our clients' needs, with the right people for their jobs. We enjoy coaching leaders and teams to grow and develop to be their best. We thrive in helping companies optimize their current workforce for growth and improved performance. I think the most exciting realization for me, 35 years into my career, is the satisfaction that the CORE Assessment - and understanding how/why I'm hardwired to operate - has allowed me to grow and develop into my best self. This allows me to make the contributions I was created to make, and to lift others all along the journey!

Stay tuned: As we celebrate our company's 40th Anniversary in 2019, I will continue to share more about our company's history, our new and innovative solutions, and our future beyond 2019!

"Are you operating as your BEST SELF? How can we help you be your BEST SELF? Call me. In 10 minutes after taking the CORE, I can begin to help you understand how..."

Best Regards,

Kathy Hartung, CEO

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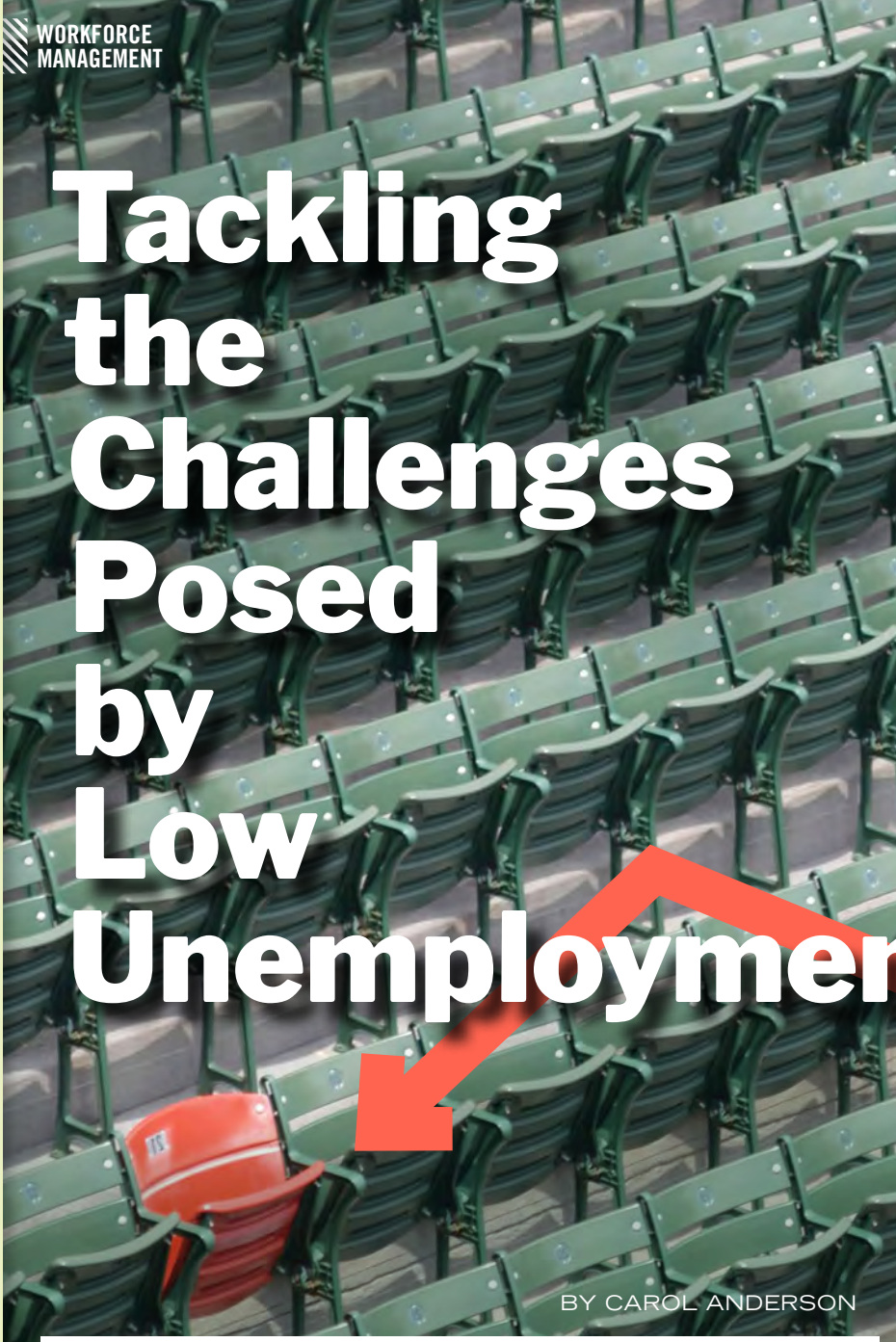

Tackling the Challenges Posed by Low Unemployment

BY CAROL ANDERSON

In December the unemployment rate was at 3.9 percent, continuing a low-rate trend that includes September's 3.7 percent, the lowest dip since 1969.[1] These record-low rates are great news for candidates, but they strike fear into the hearts of HR professionals who are struggling more than ever to fill open positions.

Despite the gravity of the issue, though, hiring is still often considered "HR's problem" when it's actually a business problem in general. Organizations that don't fully understand how recruiting works lay the blame on HR when they can't get quality candidates as fast as they want them. This is in large part because HR has traditionally served as a "finder of talent." But this task becomes significantly more difficult when the unemployment levels are so low that HR has to resort to stealing candidates from competitors rather than recruit those who are actively looking for jobs.

A company that wants to find better hires despite the low unemployment challenge must change its hiring approach. The first step is to give hiring managers a more active role in the recruiting process. Then the HR team will be better equipped to address existing challenges, experiment with new recruiting tactics, and make course corrections as the company develops a better system for hiring.

LOOP IN THE HIRING MANAGERS

Hiring managers typically have different levels of involvement in the hiring process, depending on the organization and the HR team. But until hiring managers recognize that the game has changed and that talent is in short supply, they'll continue to rely mostly (or even solely) on HR to source talent—an approach that no longer works in today's market. As a result, HR will continue to get blamed for something that is only partially within its control, and the hiring problem will remain unresolved.

Get hiring managers' attention by making sure that they understand not only the problem but also the critical role they can play in solving it. For instance, because hiring managers know their candidate markets well, they can help expand the traditional avenues of job advertising into feeder schools, competing firms, social media, professional associations, and other places where talent congregates. By tapping into its hiring managers' expertise, an organization can cast a wider net and even find new sources of top talent.

USE DATA TO ZERO IN ON THE CHALLENGES

Once the hiring managers are on board with the new approach, they should sit down with HR and others involved in hiring and review the data together to understand the problems with the company's existing hiring strategy. Does advertising bring in too few responses? Are responses coming in but fail to lead to candidates showing up for interviews? Is the organization making offers that are turned down? Are people accepting offers but leaving soon after hire?

From there, do some analysis to figure out the underlying issues. If job postings bring in inquiries but not applications, think about how the organization markets itself and the job. If applications are coming in but candidates aren't following through with interviews, look at whether the company is taking too long to contact candidates and schedule those interviews. (Recruitment and hiring move at light speed these days!) If job offers are being turned down, consider if the offered pay is competitive enough. If new hires are turning over quickly, evaluate whether the expectations about the job are realistic. Once the hiring team understands the problems, it can work together to find solutions for them.

THINK OUTSIDE THE BOX

An organization that wants to improve its hiring process during a low-unemployment period needs to do more than just address existing challenges: it needs to take a different tack and brainstorm ideas for new approaches. If there is a dearth of candidates, can the company explore other sources of potential employees (such as schools and professional associations, for example)?

Enlisting existing employees to help solve staffing problems is often a good strategy. The employees might come up with ideas for candidate sourcing that neither HR nor the hiring manager have considered. For example, in one organization the employees suggested that HR create postcards about an upcoming job fair. The employees helped distribute the cards (in part by sharing them with their friends in similar jobs), and as a result the job fair was very successful.

Another effective tactic is to increase the size of the candidate pool by letting go of requirements that could be met through training or peer mentoring after the employee is hired. For example, dropping the requirement for industry-specific experience and expanding the search to include candidates with, say, customer service experience in other industries can reduce the time to hire by enabling a company to tap into a larger talent pool. In a similar vein, organizations should consider addressing their staffing needs by offering specific training to help their existing employees develop skills that their companies need.

RINSE AND REPEAT

After implementing some of these changes, review the data again, with an eye toward identifying what's working and what isn't. Rather than a one-time approach, this process of involving hiring managers, analyzing the data, thinking outside the box, and implementing new changes needs to become a regular practice. Low unemployment isn't the only challenge that companies face into today's ever-changing market. Now is the perfect time to implement a nimble talent search process not only for today, but also for the future.

Carol Anderson is the founder and principal of Anderson Performance Partners LLC, a business consultancy focused on bringing together organizational leaders to unite all aspects of the business to build, implement, and evaluate a workforce alignment strategy. She can be reached at carol@andersonperformancepartners.com.

1. Bureau of Labor Statistics. 2019. "Employment Situation Summary." Bureau of Labor Statistics website, January 4, www.bls.gov/news.release/pdf/empsit.pdf.

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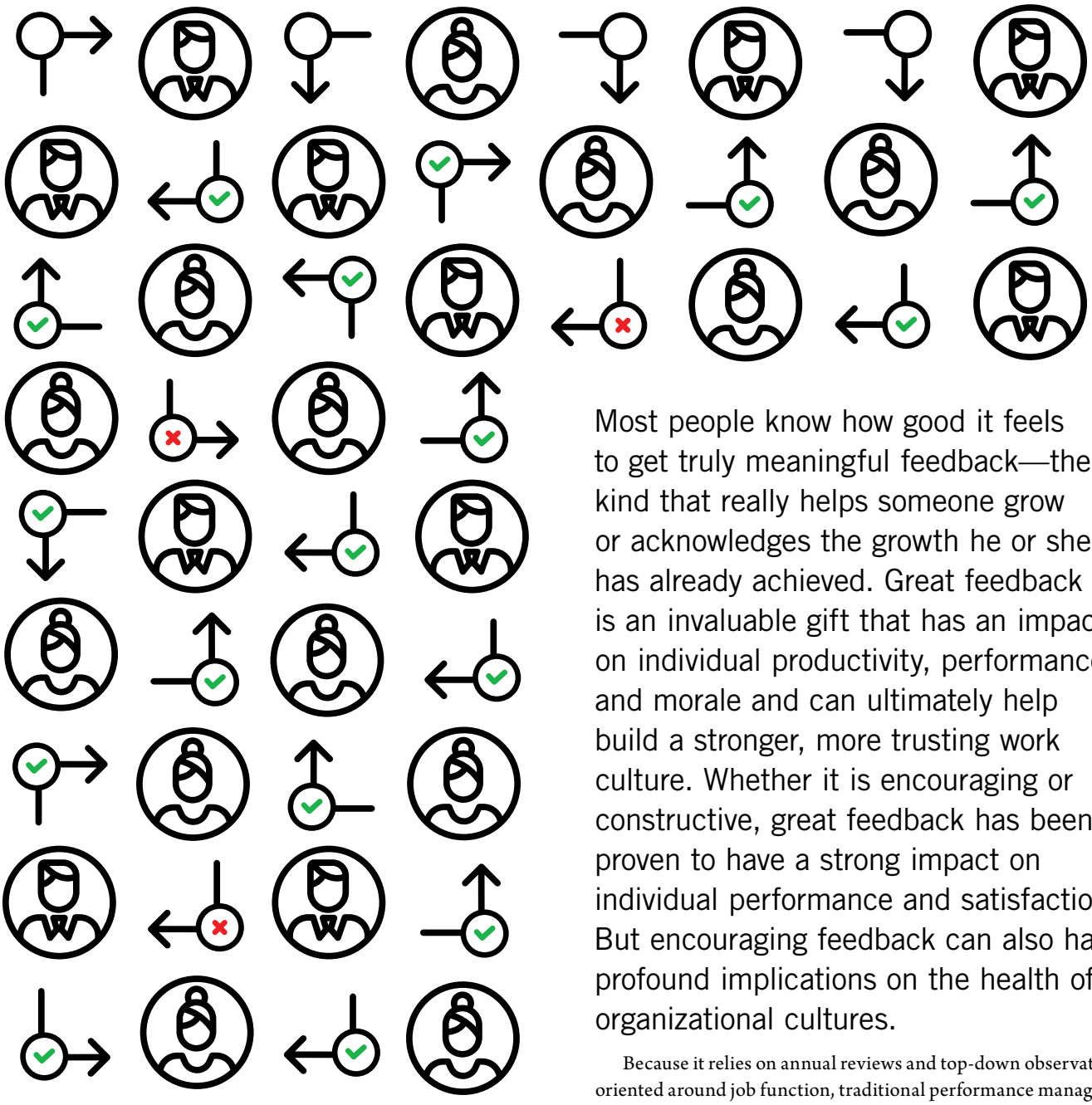

5 WAYS *(EFFECTIVE)* FEEDBACK IS A GIFT

BY SARAH PAYNE

Most people know how good it feels to get truly meaningful feedback—the kind that really helps someone grow or acknowledges the growth he or she has already achieved. Great feedback is an invaluable gift that has an impact on individual productivity, performance, and morale and can ultimately help build a stronger, more trusting work culture. Whether it is encouraging or constructive, great feedback has been proven to have a strong impact on individual performance and satisfaction. But encouraging feedback can also have profound implications on the health of organizational cultures.

Because it relies on annual reviews and top-down observations oriented around job function, traditional performance management tends to be hierarchical, less frequent, and less trustworthy. This approach limits its effectiveness and leads to negative impacts on organizational trust and communication.

Today's feedback looks much different. It is multilateral, traveling in a continuous, inspired way from employee to manager and organization and back. It is also both manager-led and employee-led, which gives it the power to foster trust and strengthen relationships across the organization's culture. Feedback can also be peer-to-peer, which reduces the potential unconscious bias impact of a traditional manager–employee relationship while expanding the scope of insights from one voice to many.

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Here's how effective feedback can serve as a cultural building block to improve performance and build humanity in the workplace

FEEDBACK HELPS PEOPLE MAKE NEEDED IMPROVEMENTS

Feedback remains most effective in its traditional role: helping employees improve their performance and grow. Thoughtful, detailed, and specific feedback gives employees and peers the tools they need to reach their goals and excel. Studies show that people benefit from—and even crave—critical feedback, but it is most effective when given in a committed, thoughtful, and fair way.[1] Although it may be tempting to avoid giving critical feedback, it's important not to dodge this task, especially when such feedback is requested by someone who wants to improve.

FEEDBACK ENCOURAGES PEOPLE TO DOUBLE DOWN ON THEIR BEST WORK

Feedback is often regarded as a mechanism for change and improvement, but it can also be a powerful "green light" to encourage employees to keep up good work they are already doing. Managers should always remember to include in their feedback what people are doing *right*. In addition to offering recognition, they should offer what Gallup calls strengths-based feedback, which focuses more on supporting employee goals and learning than simply on task completion.[2] It's important to give positive feedback even more proactively and freely, because concentrating solely on critical feedback can cause employees or peers to tune out over time.[3] Positive feedback can be a needed boost to confidence and success for many employees.

FEEDBACK BUILDS TRUST AND BELONGING

Giving and receiving feedback fosters trust and vulnerability within organizations, thus building relationships and employee loyalty. When employees exchange thoughts and advice with their managers and peers—and when that advice is accepted and acted upon—their feelings of belonging increase. Manager relationships play a vital role in developing employees' sense of community and happiness at work. Because feedback is often given within the context of managing, coaching, and mentoring, it helps build feelings of connectedness and organizational support. This is why it is important for managers and leaders to be both honest in giving feedback and open in how they receive and act upon it.

FEEDBACK CAN SAVE COMPANIES FROM IMPENDING DISASTER

Feedback can be a lifesaving triage tool that can save an employee—or an organization—from going off the rails. In companies that have mechanisms in place for timely, inspired feedback, employees can offer and receive course direction exactly when it is needed most. When people wait too long to give feedback, the damage has long since been done and the injuries left to fester. When offering just-in-time feedback, it's important to have empathy and to give people time to absorb and act on it, because this sort of intervention is most likely to come as a surprise.

FEEDBACK CAN HELP PEOPLE ACHIEVE THEIR DREAMS

Another direct application of feedback is to help employees achieve very specific aspirations or goals (such as promotions, certifications, or other personal or professional milestones). Mentoring and coaching through feedback can be a powerful gift that helps employees with setting goals and tracking their progress. Often this sort of feedback will be employee-led: working toward goals for learning or advancement is one of the top reasons that employees will ask for more feedback from peers or leadership.

EFFECTIVENESS IS KEY

Simply giving feedback is not always enough. Some feedback is careless, vague, or even destructive. For feedback to make a positive difference, it must be effective and constructive. Here are the characteristics of effective feedback:

It is accessible everywhere. *It is accessible via the cloud within the organization and on all platforms (including mobile).*

It is inclusive. *It is also accessible to everyone in the organization. It crosses functional boundaries and doesn't silo groups or exclude subgroups.*

It is open to anyone. *It isn't limited to manager-to-employee communications. It can also go up, down, or sideways and incorporate contributions from (and to) managers, leaders, and peers.*

It can be employee-led. *Some of the most effective feedback is that which is requested. When employees ask for feedback, they are most open to hearing it.*

It is continuous. *It isn't on a schedule. It is inspired and given frequently whenever and wherever it is needed.*

It is balanced. *It is never harsh or angry. It is always honest but also includes both positive and critical observations and advice.*

It is individual. *It is never vague. It does not rely on templates or boilerplates and always respects each employee's expressed preferences.*

As an assessment and development tool, feedback has been around for a long time. It's a useful tool—but in many cases its full potential has yet to be realized. By recognizing how feedback can help employees reach their own full potential, companies can more effectively leverage its power.

Sarah Payne writes for Globoforce, where she supports the marketing programs team in creating intriguing content for lead generation, presentations, and events. She can be reached at sarah.payne@globoforce.com.

1. Jack Zenger and Joseph Folkman. 2014. "Your Employees Want the Negative Feedback You Hate to Give." *Harvard Business Review* online, January 14, hbr.org/2014/01/your-employees-want-the-negative-feedback-you-hate-to-give.
2. Gallup. undated. "The Replacement for Annual Reviews." Gallup website, www.gallup.com/services/192827/replacement-annual-reviews.aspx.
3. Francesca Gino. 2016. "Research: We Drop People Who Give Us Critical Feedback." *Harvard Business Review* online, September 16, hbr.org/2016/09/research-we-drop-people-who-give-us-critical-feedback.

COMMON JOB DESCRIPTION FAILS

BY STIJN DE GROEF

When struggling to retain employees, most HR professionals or talent managers start analyzing their company cultures, mentorship programs, onboarding efforts, and the like. But it often doesn't occur to most of them that employee turnover issues could start long before team members even step foot inside the workplace as candidates. In their quest to address retention issues, they frequently neglect to consider the job description.

As the first point of contact with candidates, the job posting serves as the organization's gatekeeper. Top-notch job descriptions attract the right candidates who can thrive at the company. Bringing such strong candidates on board increases employee engagement, reduces turnover, and optimizes productivity in the long run.

Poor job descriptions, on the other hand, can hook candidates who are unqualified or become toxic team members who will eventually leave the company (either voluntarily or involuntarily). What qualifies as a poor job posting? A job description that exhibits any of the following red flags could be unintentionally sabotaging an organization's efforts to recruit and retain incredible employees.

JOB DESCRIPTION FAIL #1: BUTTERED-UP LANGUAGE

When writing job descriptions, managers often use complicated language to sound more professional or to "inflate" the position in order to better appeal to candidates. But this "bait and switch" tactic can breed resentment among employees, which in turn creates a toxic office culture and leads to higher turnover.

Managers should instead stick with simple language that accurately describes the position. This doesn't mean that the job description should read like it was written by a surfer or that managers should go out of their way to make a position sound less exciting than it really is. They simply need to avoid unnecessarily complex language and communicate their companies' recruitment goals as clearly and effectively as possible.

For example:

> *Under the general direction of the department's IT supervisor, the incumbent will be a full-stack web developer responsible for creating attractive and usable web-based interfaces for internal and world-facing tools and sites. Candidates should be comfortable communicating with sales people to develop working code on new sales software.*

This job description is simple, to the point, and effective.

JOB DESCRIPTION FAIL #2: INCLUDING EVERYTHING IN THE JOB TITLE

Trying to attract highly qualified job seekers by including too much title bling can have the opposite effect by deterring potential candidates who don't understand insider lingo (or who won't spend the time reading lengthy job posting titles). According to the engineer who runs the job search engines at Glassdoor, long job titles are not SEO-friendly and tend to perform poorly in comparison to shorter, more succinct job titles that match well with common search terms.[1] In other words, companies should avoid extremely long job titles such as "Ninja Level Full Stack Developer Angular/JS/Python/ETC (Remote: Telecommute from Anywhere)" when a simple "Web Developer" will do just fine.

JOB DESCRIPTION FAIL #3: SHODDY WRITING AND PRESENTATION

Companies that want to sound like legitimate organizations and appeal to top-notch candidates should use proper grammar and punctuation. That seems like a no-brainer, but it is stunning how many organizations don't subject their job descriptions to proper editing before posting them. Job descriptions with misspelled words or six question marks at the end of each sentence wind up looking more like e-mail spam than legitimate job descriptions. Incorrect grammar, sloppy formatting, and bad syntax will make job seekers run away faster than a company can say, "Apply here."

JOB DESCRIPTION FAIL #4: TRYING TO FIND A PERFECT MATCH

There's a reason that recruiting professionals call the

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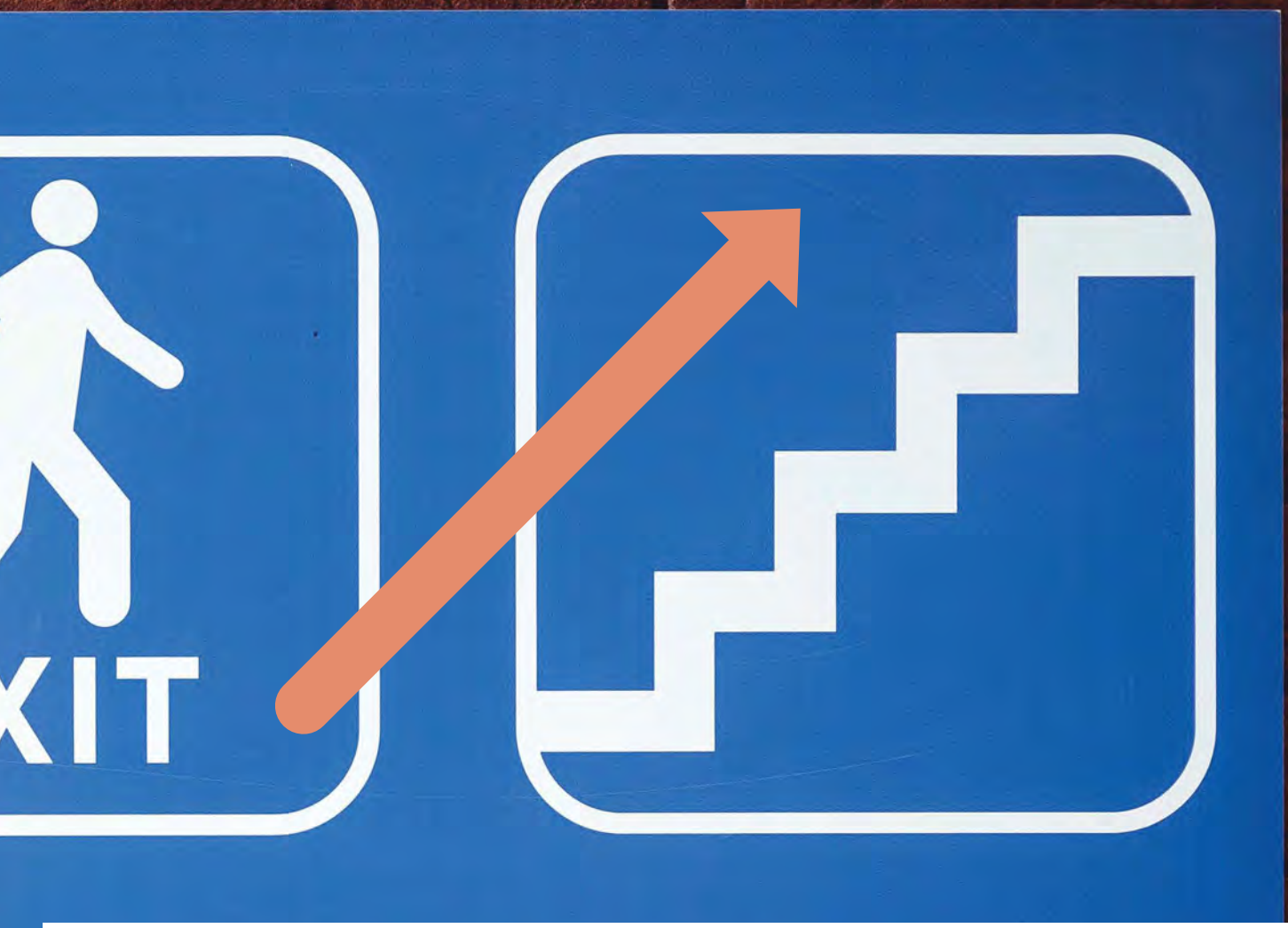

perfect candidate a "purple squirrel": it's very unlikely that they will ever find one. Not only is the search for a perfect candidate futile, but having unrealistically high expectations can actually prevent recruiters from seeing a great employee who may not be 100% what they're looking for but who could become one of a company's most loyal and capable employees.

To avoid intimidating candidates with unrealistic experience requirements, recruiters need to differentiate between what they want and what they need before they start writing up job descriptions. For example, requiring expert-level experience for a job that could probably be done by a middle manager with additional on-the-job-training likely won't yield a viable candidate when trying to source a large candidate pool. There's no need to have lower standards. It's simply a matter of considering whether a job posting might needlessly rule out good applicants—and then adjusting its content and language (perhaps with inspiration from job spec templates already tailored for different job profiles and industries) to indicate an openness to promising candidates, not just perfect ones.

JOB DESCRIPTION FAIL #5: NEGATIVE TALK

Negative language in a job description—in particular, details about what candidates can and can't do before they're even hired—can make candidates feel as though they're being lectured and decide to pass on a job posting. Be wary of negative words (such as "don't," "shouldn't," "unable," and "never") and instead use positive words (such as "can," "succeed," and "accomplish"). Switch out absolutes for open-ended, inviting language aimed at developing a relationship between the candidate and the company.

Job descriptions should definitely avoid using racist, sexist, elitist, or otherwise discriminatory language. Offensive language (whether intentional or unintentional) can not only be extremely harmful to the organization's reputation but may also be illegal, depending on local laws. Aim for neutral, professional language that doesn't color the message with any biases about gender, sex, race, or politics.

JOB DESCRIPTION FAIL #6: WALLS OF TEXT

Most people who read an article or book filled with giant, unbroken paragraphs soon find their eyes glazing over as they struggle to find the important information in a wall of text. The same goes for job seekers: they want to get the key data quickly and easily! Job descriptions should get right to the point and spell out details such as the qualifications candidates should have, the pay and employee benefits, and how to apply for the position. To avoid making applicants work unnecessarily or boring them to tears, keep paragraphs short and succinct to ensure that readers get to the end. In the age of tweets, most people probably prefer to read a paragraph's worth of information in just one sentence.

As the old saying goes, "You never get a second chance to make a first impression." That rings especially true in recruiting, where a job description has the power to attract—or repel—candidates. By paying closer attention to all that a job posting conveys, organizations can improve their chances of catching the eye of top talent.

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1. Guest contributor. n.d. "How to Make Your Job Descriptions More SEO-friendly." CareerPlug website, www.careerplug.com/make-job-descriptions-seo-friendly/.

Creating and Maintaining a Safe Workplace

BY LANCASTER SAFETY CONSULTANTS INC.

EMPLOYER RESPONSIBILITIES

Employers must emphasize the top value of safety to their employee, both in the workplace and in the home. If adhered to diligently and around the clock, safety practices can protect the well-being of employees, their coworkers, and their families. In today's ever-changing work environment, it is crucial that employers consistently evaluate their workplaces by asking the following questions:

- Are written safety procedures and rules in place for the company?
- Have we effectively trained our employees?
- Is it clearly communicated to employees that safety is a top priority here?
- Why have injuries and employee safety violations increased in number?

Undermining safety through any unsafe action could result in devastation. Is it worth it to shave off a few extra minutes by not putting on protective equipment? Is it ever acceptable to skip steps of a safety procedure that is designed to prevent harm to anyone? The answer to those types of questions is always no. To ensure that the value of safety is protected, companies must hold their employees accountable for their actions, especially if they present unsafe behavior.

DISCIPLINARY POLICIES

A disciplinary policy helps to ensure workplace safety and health by educating employees on what values and responsibilities the organization expects of them. It provides workers with opportunities to correct their behavior before an accident happens. Its goal is to control the work environment so that workers are protected and accidents are prevented.

The disciplinary policy should include an action process that documents and corrects undesirable employee behavior, including safety violations. All employees must take responsibility for following safety rules at the workplace. Once a policy has been put in place, it must be followed by all employees.

Major elements of the policy should include:

- Physical inspections by company officials, which may indicate violations. Evidence of an overall lack of commitment to company safety goals shall be under the same level of disciplinary actions.
- Constructive criticism and instruction by supervisors. The goal is to educate and inform employees of appropriate safety performance and behavior.
- Correction of negative behavior.
- Notification to employees that continued violation of company safety policies may result in termination.
- Written documentation of disciplinary warnings and corrective action taken.

It is important to remember that even if an employee is a very productive worker or a friend or even a family member of another employee his or her inability to follow company rules and safe work practices can still adversely affect the company. Decreased employee morale, increased workers' compensation costs, or even OSHA citations are possible consequences that must always be taken into consideration. Implementing a solid disciplinary policy system that is thoroughly understood by employees is the best line of defense against those events.

DOCUMENTATION

Proper training and thorough documentation of disciplinary actions lead to clear policies. They also produce a paper trail, and appropriate documentation of what exactly happened leading up to an employment termination, injury, or OSHA violation can help the employer prove that it took preventative measures to avoid such action.

Conducting and documenting employee training on applicable safety topics, work procedures, and company policies should be the company's first step upon hiring a new employee. New employee training is a company's first chance to emphasize to the new hire that it prioritizes employee safety and safe work practices. This crucial step ensures that employees know how much the company values each employee and his or her safety both on and off the job.

In its *Field Operations Manual*, OSHA explains that in order to prevail with the defense of "Unpreventable Employee or Supervisory Misconduct or 'Isolated Incident' an employer must have the following in place:

- A work rule adequate to prevent the violation;
- Effective communication of the rule to employees;
- Methods for discovering violations of work rules; and
- Effective enforcement of rules when violations are discovered.[1] Documentation is the key to all of these elements: in OSHA's mind, if it's not documented, it didn't happen!

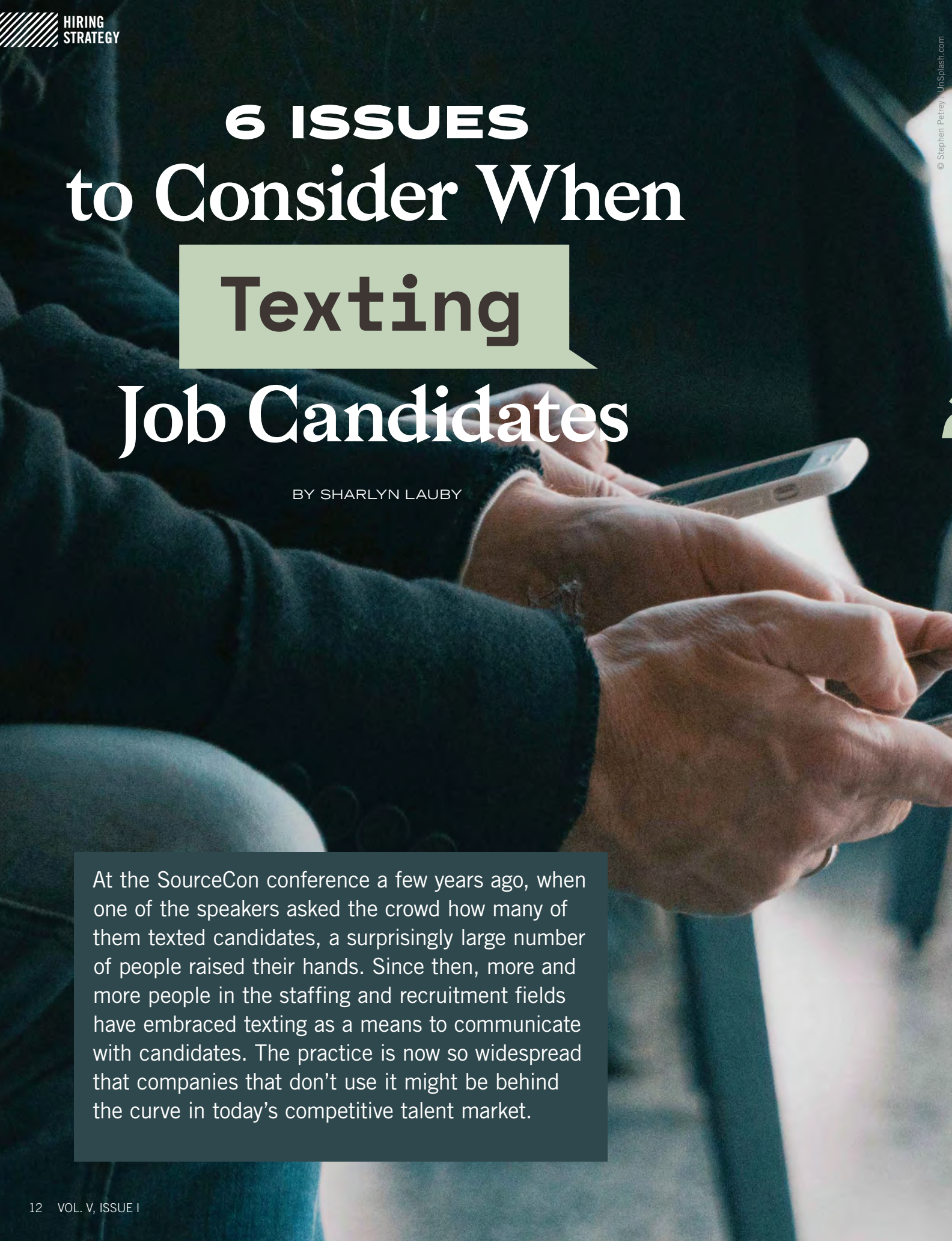
By carefully implementing and documenting clear safety policies, an organization can create a work environment that benefits everyone. Fewer injuries and safety violations lead to happier workers, increased production, and improvements to the organization's bottom line.

Lancaster Safety Consulting Inc. is dedicated to helping its clients achieve a safe workplace through a world-class occupational safety and health program with onsite training. Lancaster Safety can be reached at lancastersafety.com/contact/.

1. OSHA. 2016. *OSHA Instruction: Field Operations Manual*. OSHA website, www.osha.gov/sites/default/files/enforcement/directives/CPL_02-00-160.pdf.

6 ISSUES to Consider When Texting Job Candidates

BY SHARLYN LAUBY



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At the SourceCon conference a few years ago, when one of the speakers asked the crowd how many of them texted candidates, a surprisingly large number of people raised their hands. Since then, more and more people in the staffing and recruitment fields have embraced texting as a means to communicate with candidates. The practice is now so widespread that companies that don't use it might be behind the curve in today's competitive talent market.

One recently published article titled "Recruiting Gets Smarter with Targeted Texting" examines how talent acquisition professionals can use texting to target candidates[1]. It has some good ideas, but before implementing them perhaps HR and talent acquisition professionals should first step back and think strategically about how they will use text messaging in the hiring process. Here are a few things to consider.

1 **Create guidelines for everyone on the recruiting team to follow.** For example, what types of messages are appropriate to send via text? When are acceptable times to text? Texting should be considered a form of company communication. Text messages can enhance the organization's employment brand and candidate experience if they're done the right way—and harm the company if they're not.

2 **Let candidates opt in.** Although many recruiters use texting as a way to contact candidates, many people still consider it a very personal form of communication. As a sign of respect, ask candidates for permission to contact them this way—don't "cold text" them.

3 **Make sure that company representatives identify themselves in text messages.** This should go without saying, but it's amazing how many people send texts without doing this and forget that their phone numbers alone don't identify them to the recipients. So company texters should err on the side of caution and identify themselves and their organizations. That way candidates don't have to ask "Who is this?" or, worse, ignore the messages completely.

4 **Be brief!** Just because more people are open to texting doesn't mean messages should be longer. The beauty of text messaging is its brevity. Recruiters need to learn how to send succinct messages. And when they need to communicate about something more extensively, they should ask candidates to shift to a medium that's better suited for longer messages ("Can I send you an e-mail with details?").

5 **Use acronyms, slang, and emojis sparingly.** Thanks to its brevity, texting does lend itself to these types of communication. But recruiters need to remember that they're representing their companies (and their brands). In some cases, a smiley face or an "LOL" could be perfectly acceptable. But certain emojis, for example, should be kept out of texts with candidates.

6 **Let candidates opt out.** Candidates should have the ability to opt out of messages when they no longer want to receive them (say, if they've decided not to apply for an opening or no longer want to be considered for it).

Once the recruiting team has finalized its texting strategy, the legal department should take a look at it. No doubt the legal team would appreciate being looped in—and they can make sure that nothing important is left out.

Using texting in the recruiting process has the potential to bring huge benefits because people actually read their texts in a timely manner (well before they read their e-mail or listen to their voicemail). If organizations want to reach candidates, text messaging is a very effective medium. But it has to be done properly and respectfully, because the company's brand is on the line.

1. Andrew R. McIlvaine. 2018. "Recruiting Gets Smarter with Targeted Texting." Human Resource Executive website, September 4, hrexecutive.com/recruiting-gets-smarter-with-targeted-texting/.

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The Elements of SUCCESSFUL ONBOARDING

BY ANDREW TAYLOR

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First days can be overwhelming for new hires, especially when they are joining large teams or large organizations. Because a new employee's initial experiences can set the tone for his or her engagement, every organization should put its best foot forward by including the following three steps in its employee onboarding plan.

CREATE A SCHEDULE

A great onboarding experience starts with a great onboarding schedule. Think of that schedule as an itinerary that details each day of onboarding and allots time for key objectives, such as introductions to processes, meetings with team members, and time for questions. An onboarding schedule is a success if a new hire never asks, "What should I do next?"

INTRODUCE NEW HIRES TO THE FAMILY

Familiarizing new hire with their coworkers (as well as some of the team dynamics) is mission critical for a successful onboarding. These introductions give them a feeling of belonging and a chance to start building relationships with their new teams. Additionally, asking for help becomes a lot easier when someone knows where to go for it.

Assign a Mentor

New hires need some time before they're able to add value to their teams. As they work to get up to speed, they will probably have a ton of questions. Pairing each new hire with an experienced employee provides an immediate source for an answer to those questions and helps new team members acclimate to the organization's culture significantly faster.

If new employees aren't integrated well, than all of the other steps of the hiring process—reviewing resumes, conducting interviews, and making a selection—have been a waste of time. That's why managers need to develop and implement onboarding plans that provide a new hire with the tools and support he or she needs to succeed. ■

Andrew Taylor is an experienced marketing copywriter, specializing in the human capital management (HCM) industry. He has been writing for Ultimate Software, a leading provider of cloud-based HCM solutions, since 2017. To learn more about Ultimate Software, visit ultimatesoftware.com.

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