

THE RESOURCE

INSIGHTS

VOL. XIV, ISSUE III

magazine

from the eyes of industry leaders

7 WAYS TO USE CHATBOTS TO ELEVATE HR



ALSO IN THIS ISSUE ...

- Why Leaders Need to Do Plausible Cause Analysis
- How to Use Salary Benchmarking as a Recruitment Strategy
- Do You Need to Hire an Employee Benefits Broker?

... AND MORE!

THE RESOURCE

can show you the way

We are all searching for it — the next opportunity to learn, grow, thrive. Whether you are a company looking for your next gamechangers, eager-to-learn up-and-comers, and team players. Or you are an individual looking for the next step forward in income, career or life. We are here with a different approach that combines unique insight into the available workforce and an in-depth understanding of organizations, culture, and employee needs.

At The Resource, we are a consultative partner that develops hiring solutions quickly and creates stronger employer-employee connections.



Our Services: flexible, powerful, effective

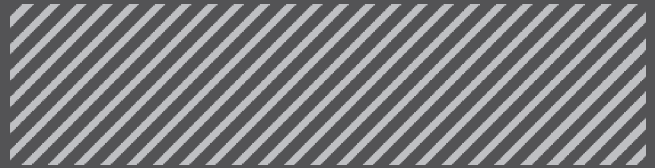
Our services are designed to be flexible, leveraging expertise across different industries and different organizational roles. What sets us apart is how we apply these services in unique ways based on your specific workforce challenges.

Custom Direct Hiring: This isn't hiring as usual. This is an adaptive, flexible solution that is structured to help create and build a workforce tailor-made just for your business. We work to match you with candidates that fit your role and your company to get them on board fast.

Contract Recruiting: You get a team of experienced recruiting professionals who work as an extension of your HR and operations. This approach consolidates and enhances your recruiting efforts, empowering you to tackle the toughest hiring challenges.

Consulting: We offer a full, customized array of consulting services to help your business manage, develop and retain your people — from employee training to leadership development and coaching to accounting and other specialized services.

Staffing: We do the searching, recruiting and pre-screening to successfully fill a full spectrum of light industrial, clerical and other roles, with a focus on reducing risk and improving ROI.



VOL. XIV, ISSUE III

**PUBLISHER &
EDITORIAL DIRECTORS**
Haley Marketing Group

EDITOR IN CHIEF
James Moul

CONTRIBUTING WRITERS
Alliant Human Capital
Juan Betancourt
Patti Dunham
Kevin Eikenberry
Jessica Miller-Merrell
Matthew NeSmith
Alex Oliver

DESIGN
Matt Coleman

LEARNING & DEVELOPMENT

- 4 **Updating Pay Grades: Best Practices**
By Alliant Human Capital

WORKFORCE MANAGEMENT

- 6 **The Hidden Gaps in Today's Corporate Coaching Model—and How to Fix Them**
By Juan Betancourt

LEADERSHIP

- 8 **Why Leaders Need to Do Plausible Cause Analysis**
By Kevin Eikenberry

RECRUITING & RETENTION

- 10 **How to Use Salary Benchmarking As a Recruitment Strategy**
By Patti Dunham

RECRUITING & RETENTION

- 12 **Recruitment Advertisement: A Real-life Practical Guide for Hiring Managers**
By Alex Oliver

WORKFORCE MANAGEMENT

- 14 **Do You Need to Hire an Employee Benefits Broker?**
By Matthew NeSmith

HUMAN RESOURCES

- 16 **7 Ways to Use Chatbots to Elevate HR**
By Jessica Miller-Merrell

WATERCOOLER CHRONICLES

- 18 **Vacation Guilt Is Real. Here's How to Beat It.**
By James Moul

RECIPE

- 18 **Strawberry Spinach Poppy Seed Salad**

Updating Pay Grades: Best Practices

BY ALLIANT HUMAN CAPITAL



Updating pay grades is a critical process for maintaining market competitiveness and ensuring fair compensation across your organization. Let's take a closer look at the best practices in pay structure design, utilizing salary consultants, and strategies for effective compensation consulting to update pay grades efficiently.

UNDERSTANDING THE NEED FOR UPDATING PAY GRADES

Pay grades need periodic updates to respond to changes in the economic environment, industry standards, and internal company growth. Regular updates help in managing pay compression and maintaining or enhancing market competitiveness. This adaptive approach ensures that your pay structure supports both recruitment and retention while aligning with your strategic goals.

BEST PRACTICES IN UPDATING PAY GRADES

1. Conduct Market Research

Regularly gather data on industry salary trends to ensure your pay grades reflect current market conditions. Use reliable sources like salary surveys and industry reports to compare your organization's pay scales

with those of your competitors. This helps in understanding where you stand and making informed decisions.

Consider regional variations in cost of living and market rates when updating pay grades, especially if your organization operates in multiple geographic locations. Regional adjustments ensure that compensation remains fair and competitive across all locations.

2. Review Internal Equity

Regularly review job descriptions and responsibilities to ensure they align with the associated pay grades. Adjustments may be necessary if job roles have evolved or if new roles have been created. This ensures that pay reflects the actual work being performed.

As you update pay grades, look for signs of pay compression, where the pay between new hires and more experienced employees narrows. Adjusting pay scales can help maintain differentiation based on experience and performance. This not only helps in retaining experienced employees but also motivates newer employees by showing a clear path for progression.

3. Engage With Salary Consultants

Engaging with salary consultants or compensation consulting firms can provide a professional assessment of your current pay structures. They offer valuable insights into how best to align your pay grades with both market standards and organizational goals. Their expertise ensures

that your compensation practices are competitive and compliant with industry norms.

Consultants can also assist in the implementation of new pay grades, ensuring a smooth transition and minimizing any potential employee dissatisfaction. Their involvement can help address concerns and ensure that changes are communicated effectively.

4. Communicate Changes Effectively

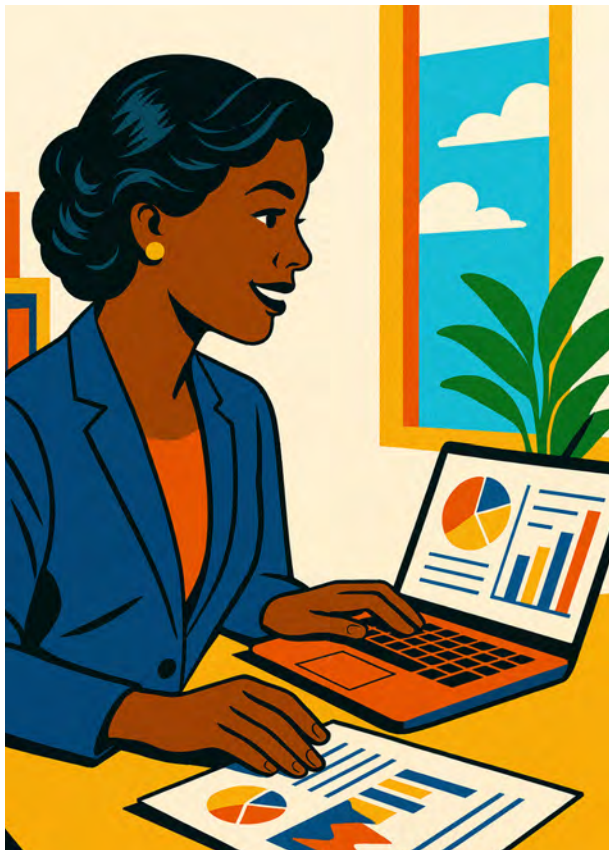
Clearly communicate the reasons for updates and how they will affect individual employees. Transparency helps in managing expectations and can mitigate concerns or dissatisfaction among the workforce. Providing detailed explanations about the changes fosters trust and acceptance.

Establish a feedback channel where employees can express their thoughts and concerns about the new pay structure. This can help in fine-tuning the system and reinforcing the principles of fairness and openness in your compensation practices. Listening to employees' feedback demonstrates a commitment to maintaining an equitable work environment.

5. Monitor and Adjust Regularly

After implementing new pay grades, monitor their impact on employee satisfaction and company finances. Be prepared to make further adjustments as necessary to respond to any unforeseen challenges or changes in the market. Regular monitoring ensures that the pay structure remains effective and relevant.

Incorporate a regular review process, at least annually, to ensure your pay structures remain relevant and competitive. Annual reviews provide an opportunity to make necessary adjustments and keep up with market trends.



STEPS TO IMPLEMENTING NEW PAY GRADES

- 1. Data Collection and Analysis:** Begin by collecting data on current salaries, job descriptions, and industry benchmarks. Analyze this data to identify discrepancies or areas for improvement.
- 2. Setting New Pay Grades:** Based on your analysis, set new pay grades that align with market standards and internal equity. Ensure that these pay grades reflect the responsibilities and complexities of each role.
- 3. Approval and Communication:** Obtain approval from senior management for the new pay grades. Once approved, communicate the changes clearly to all employees, explaining the rationale behind the updates.
- 4. Implementation and Feedback:** Implement the new pay grades and establish a feedback mechanism to address any employee concern. Use this feedback to make necessary adjustments.
- 5. Continuous Monitoring:** Continuously monitor the effectiveness of the new pay grades and make adjustments as needed. Regularly review market data to ensure ongoing competitiveness.

HOW OFTEN SHOULD PAY GRADES BE UPDATED?

Pay grades should be reviewed annually or biennially, with adjustments made as needed based on market research and internal equity assessments.

WHAT IS PAY COMPRESSION AND HOW CAN IT BE MANAGED?

Pay compression occurs when there is little difference in pay between employees regardless of their experience or job level. It can be managed by regular updates to pay grades and ensuring clear differentiation in pay scales based on roles and performance.

WHY IS IT IMPORTANT TO USE SALARY CONSULTANTS WHEN UPDATING PAY GRADES?

Salary consultants bring expertise in market trends and compensation strategies, ensuring that pay grade updates are aligned with industry standards and effective in attracting and retaining talent.

HOW DO REGIONAL ADJUSTMENTS IMPACT PAY GRADES?

Regional adjustments ensure that compensation reflects the cost of living and market conditions in different geographic locations, maintaining fairness and competitiveness across all areas where the organization operates.

WHAT ARE THE BENEFITS OF TRANSPARENT COMMUNICATION WHEN UPDATING PAY GRADES?

Transparent communication helps manage employee expectations, reduces dissatisfaction, and fosters trust by clearly explaining the reasons and benefits behind the pay grade updates. ■

Alliant Human Capital, formerly FutureSense (futuresense.com), provides people-focused HR, compensation, and organizational development strategies that improve business performance.

THE HIDDEN GAPS IN TODAY'S CORPORATE COACHING MODEL—AND HOW TO FIX THEM

BY JUAN BETANCOURT

Corporate coaching, professional coaching, executive coaching... Whatever you'd like to call it, coaching in the workplace has long been a cornerstone of leadership development, helping individuals overcome challenges, gain self-awareness, and accelerate their professional growth. The U.S. business coaching market is worth \$14.2 billion, growing at 2.6% annually with around 65% of professional coaches focused on business and leadership coaching¹.

Coaching's popularity underscores its perceived value. However, the current approach to coaching in the workplace often falls short as a one-size-fits-all solution—not just for managers and people leaders but for employees at every level of an organization. The gaps in traditional coaching models highlight the need for more personalized, scalable, and actionable solutions that align with the future of work.

Gap 1: The Philosophical Limitations of Coaching

Coaching's foundational philosophy emphasizes reflective questioning and creating space for individuals to uncover their own wisdom. While this approach can spark meaningful insights for some, employees under pressure often need quick, specific advice that coaching's non-directive methodology cannot provide in real time. For example, when faced with urgent decisions or interpersonal conflicts, employees may struggle to translate reflective insights into immediate solutions.

Moreover, coaches typically rely on secondhand accounts of workplace dynamics provided by their clients. This reliance limits the coach's ability to offer actionable guidance rooted in the broader context of team interactions, organizational goals, and cultural nuances—a gap that affects employees across all roles.

Gap 2: The Disconnect Between Coaching & Organizational Context

One of the key benefits of coaching is its ability to foster trust and deeper self-awareness through one-on-one relationships. However, its effectiveness is inherently constrained by the coach's limited understanding of the employee's day-to-day environment. Coaches often lack firsthand knowledge of organizational policies, processes, and culture, which can lead to generic advice that fails to address unique challenges faced by employees.

Incorporating corporate context into development opportunities can boost performance, yet this critical element is often missing from traditional coaching relationships. Organizations should integrate their culture into everyday behaviors and processes, including coaching to transform values into tangible practices. Doing so can increase employee engagement, performance, and retention.

Gap 3: Outdated Insights and Limited Scalability

Even the most experienced coaches may struggle to stay current with evolving research and best practices in organizational psychology. Employees today face increasingly complex

challenges—from navigating hybrid work environments to managing mental health concerns—and require guidance informed by real-time, evidence-based insights. Traditional coaching methods often fall short in addressing these rapidly changing needs.

Additionally, the fixed-schedule nature of coaching sessions creates a disconnect between when problems arise and when employees can access support. This delay forces individuals to navigate critical situations without immediate guidance, potentially leading to suboptimal decisions that impact team performance and business outcomes.

Scalability presents another challenge: premium costs and time constraints make it difficult for organizations to provide coaching access to all employees who could benefit from it. As a result, only a select few receive support, limiting the overall impact on organizational growth and employee satisfaction.

Gap 4: Generic Guidance From AI Coaching Tools

To address scalability issues, some organizations have turned to AI-powered coaching solutions. While these tools aim to mimic human coaches by asking reflective questions or providing basic guidance, they often fall short due to their mechanical and impersonal nature. Employees may find these interactions frustrating because they lack the nuanced understanding and adaptability that human coaches bring.



OLD vs. COACHING



NEW COACHING

A New Approach: Psychometrics + AI

A modern coaching approach offers a transformative solution designed for all employees—including executive leadership, managers, and individual contributors—by leveraging AI-powered technology that provides personalized, timely, and practical support at scale. Unlike traditional coaching methods or generic AI chatbots, this approach integrates behavioral science (psychometrics) with real-time data insights to deliver actionable recommendations tailored to each individual's unique preferences, abilities, work styles, motivators, and goals.

With this modern approach to coaching and development:

- Employees have instant access within the tools they're already using to the feedback and guidance needed to navigate workplace

challenges and stop conflicts before they even start.

- Teams benefit from enhanced collaboration tools that align with organizational culture.
- Leaders at all levels can make informed decisions based on unbiased data about team dynamics.

This innovative approach bridges the gaps left by traditional coaching by providing solutions that are scalable across entire organizations while maintaining personalization and relevance. Key benefits include:

- Improved leadership and team effectiveness
- Fewer consultants and workshops (save \$\$)
- More effective onboarding, important for retention
- Less turnover and disengagement

Empowering Employees for Success

As businesses continue to evolve in response to new challenges, it is clear that the traditional approach to professional coaching alone cannot meet the diverse needs of today's workforce. Employees require development tools that offer real-time support grounded in organizational context while fostering personal growth and team performance. ■

Juan Betancourt is the chief executive officer of Humantelligence, whose solutions help organizations accurately measure and manage culture at every level of an organization. Named a 2022 Top 30 HR Tech Influencer by Recooty and a 2021 Top 100 HR Tech Influencer by HR Executive, Betancourt is an expert in managing and hiring for culture fit and in helping organizations leverage culture analytics to build agile, highly collaborative teams and increase performance. He can be reached at juan@humantelligence.com.

1. Paperbell. 2025. "8 Coaching Industry Trends to Inform Your 2025 Business Plan." Paperbell website, <https://paperbell.com/blog/coaching-trends-2023/>.

WHY LEADERS NEED TO DO PLAUSIBLE CAUSE ANALYSIS

BY KEVIN EIKENBERRY

You've heard of probable cause. You've found root causes for problems. But what is plausible cause and why should we care?

After all, plausible cause isn't even an entry in my favorite dictionary (Merriam-Webster).

Dictionary.com says it means *having an appearance of truth or reason; seemingly worthy of approval or acceptance; credible; believable*.

Root cause gives us a sense of foundational truth. Probable cause, in a legal sense, is a reasonable ground for supposing that a charge is well-founded (Merriam-Webster). In a non-legal leadership sense, we might say probable cause is the reasonable or likely reason something happens or happened.

In a world where context is clear and cause-and-effect is known (or can be determined), these are useful ideas and tools.

But the world of work isn't always so clear, and the situations we lead in don't always lend themselves to clear or immediately probable solutions.

Enter plausible cause analysis, where we aren't affirming, or finding reasonable certainty, but rather looking for possibilities.

The questions of plausible cause analysis are less firm:

- What *might* have caused this?
- What *could* have been the factors that led us here?
- What are the *possible* things that lead to this result?

Might. Could. Possible.

This is the realm of the real world of work, isn't it? We don't have all the answers and might not even be able to get them—but we need to act, respond, and decide without those clear or reasonable answers.

Plausible Cause Analysis

As an executive coach, I am often asked my recommendation for what a leader should do in a situation. Typically, the leader has surmised/assumed why someone is doing something and wants to know how to respond. My approach is to conduct a plausible cause analysis first (whether I tell the person that is what we are doing or not).

Mis-
commu-
nication?

Personal
stress?

Lack of
clarity?



I ask why they feel the person did/decided/acted in the way they did. Then I ask if they know that is the reason or intention. After an acknowledgment that they don't know for sure, I ask questions like:

- Why else might they have done it?
- What are other possible things that could have led to their action?
- What might have been their goal?
- What might or could have been their intention?
- What could have been their positive intention, even if it doesn't appear that way?

Questions like this will create a list of possible (even if the leader doesn't necessarily see them as "reasonable" or "what I would have done") reasons why people performed/decided/acted the way they did. From this plausible cause analysis, I ask the next, and most important question:

Given this range of possible reasons, what are the responses that would address many or most of these possibilities?

From this new perspective, the leader is far more likely to consider a wider range of possible responses and may take a different approach—and have more confidence in it, even if that wasn't the approach this initially might have taken. This new approach may not be perfect or even work, but an un-examined or natural response likely has a lower chance of success.

An Example

Let's do a thought experiment on a situation you have experienced many times—both as the leader and as a person attending a meeting.

You are leading a meeting and ask a question of the group, wanting their input or ideas. After you ask, you get silence and no one responds.

As the pause continues, there are likely a couple of things going through your mind. You are likely thinking...

- Don't they care?
- Aren't they listening?
- Why aren't they responding?

It is the third question that can lead us to plausible cause analysis. Having done this exercise with many groups of leaders, I know there are at least ten plausible reasons why people don't respond when the leader asks a question. They include (but

this isn't a complete list—and is in no particular order):

- They are thinking about their response
- They have a response but aren't sure it is what you are looking for
- They don't want to share because they don't want to look stupid (to you or the group)
- They don't want to look like they are just "getting on your good side"
- They didn't understand the question
- They aren't sure they trust why you are asking—is it a trick?
- They think you really have already decided, so why say anything
- They don't want to be "voluntold" to act on their idea
- They don't want to go first
- They weren't listening
- They don't care

If you respond with your natural inclination, which might be to show your frustration or start giving some ideas "to get things started" will that address most, many, or even some of these plausible causes?

Not as well as you might have hoped.

But once you consider why people might not be responding, you have a variety of things you can do that might address their unstated concerns and improve the chances they will share ideas.

Which was your goal to begin with—to get their input.

Plausible cause analysis slows us down enough to consider new ideas and options and keep us from our automatic or habitual responses—at least until we see if those responses have a good chance for success.

This is a simple way to begin to become a more flexible leader—one who can adapt to situations large and small, to improve your chances of leadership success. ■

Kevin Eikenberry is the chief potential officer of the Kevin Eikenberry Group, a leadership and learning consulting company that has been helping organizations, teams, and individuals reach their potential since 1993. His specialties include leadership, teams and teamwork, organizational culture, facilitating change, and organizational learning. He can be reached at info@kevineikenberry.com.

HOW TO USE SALARY BENCHMARKING AS A RECRUITMENT STRATEGY

BY PATTI DUNHAM

Attracting and hiring talent is one of the most challenging yet critical processes for any organization. Descriptions of a welcoming work environment, rich benefit offerings, and career growth are frequently at the top of the most attractive attributes that organizations tout in their job ads, but one feature stands out among the rest: salary.

If you are struggling to hire the talent that you need and your organization has not assessed the market pay rates for your positions, or if it has been a while since you've done this analysis, then it will be very beneficial to gather salary benchmarking data to ensure that you're offering a competitive and attractive salary.

WHAT IS SALARY BENCHMARKING?

Salary benchmarking is a data-driven process in which companies compare their internal salaries to similar roles in comparable companies to understand the market average. This allows them to create compensation structures and programs that can meet (if not beat) other competitors in the industry and attract top talent.

But beyond attracting talent, salary benchmarking can also take steps toward reducing costs, rather than just increasing them. Consider the average amount of time and money that goes into hiring, onboarding, training, and equipping new employees. Then, picture your bottom line should a candidate leave soon after joining the team for a higher, more competitive salary—one you had the ability to offer in the first place. And now, the process has to start all over again due to a more competitive offer. So how can organizations reduce the frequency of these situations through salary benchmarking?

HOW TO BEGIN SALARY BENCHMARKING

First, determine the roles you want to benchmark and create up-to-date job descriptions for each of them. The descriptions should include key job responsibilities, skills, education, and experience criteria. Next, determine the market criteria you want to compare against. Consider using

who you compete for talent with as your benchmark. Factors such as industry, geography, and size are important considerations.

DOING EXTERNAL RESEARCH

After you have established your criteria, conduct external research and compile salary data by comparing your roles against similar roles in the market(s) you've identified. Salary data can be found through several sources including the U.S. Bureau of Labor Statistics (BLS), online salary surveys, job posting websites, compensation reports, and third-party providers. Keep in mind, when using free online resources, be sure to reference several sources as the data may not be current or completely accurate.

ESTABLISHING PAY RANGES

Once you've compiled external salary data for each job, establish an internal pay range that aligns closely with the external market. Salary ranges should include a minimum and maximum pay range. Once you understand what your organization is able to pay, use the salary range to create a compensation and recruitment strategy for your organization. For example, are you able to pay "at market," meaning your pay is at a level that matches the market average salary for a specific job? Alternatively, you may opt to pay "above market" and offer a higher rate of pay than other companies in the market. Company and employee performance, the company's financial ability to



pay, and overall business strategy should drive the compensation philosophy you adopt.

I HAVE MY COMPENSATION STRATEGY... NOW WHAT?

Adhere to your compensation strategy and salary ranges to maintain both internal and external salary equity for your employees. In other words, internal employees within the same job classification and similar experience levels should be paid similarly to their internal counterparts. New hires should be paid within the established pay range of the position, and their pay should be commensurate with their level of experience. An employee's placement in the salary range should align with their overall experience level and tenure. In most circumstances, entry-level hires should be paid toward the lower 25% percentile of the range while more experienced employees should be paid between the 50% mid-point or 75th percentile of the range.

WHAT ABOUT MY CURRENT STAFF?

What happens when the candidates you're recruiting for all have higher salary demands than the salaries of your current staff? It could mean your salary structure is out of date and lagging behind what the market is offering. Or, there may be dynamic forces in place which have drastically shifted salaries—such as inflation, increased competition, or a major market event.

SALARY ADJUSTMENT STRATEGY

In either case—it's best to research, validate, and adjust the starting salaries for the positions you're recruiting for rather than continue to offer below-market wages. These lower wages can not only hurt your recruitment efforts, but they threaten retention of your staff as well. If this is the case, conduct an internal analysis of positions and/or employees who are being underpaid and develop a strategy to bring pay up in line with the market. This may require an immediate adjustment to salaries or a long-term plan which brings salaries up over time.

BENCHMARK OTHER PERKS

Lastly, in addition to starting rates and salaries, hiring managers and HR professionals should also benchmark what



“IF YOUR SALARY STRUCTURE HASN'T KEPT UP WITH THE MARKET, YOUR RECRUITMENT - AND YOUR RETENTION - ARE BOTH AT RISK.”

other perks are being offered to attract talent. While salaries are important, total compensation is just as effective in employee recruitment and retention.

Total compensation could include items such as group health insurance, sign-on bonuses, stock options, retirement plan contributions, flexible work hours, and enhanced time-off benefits, just to name a few.

Attracting and hiring talent is challenging in any market. Doing your homework on the front end to offer a competitive salary is crucial for success. Creating a total compensation strategy and conducting salary benchmarking help ensure your organization's compensation is attractive and in-line with market rates to keep and retain your hires. ■

Patti Dunham, director of business Strategy and quality at Clark Schaefer Strategic HR, brings over 30 years of HR expertise across industries like healthcare, financial services, and manufacturing. She holds dual master's degrees, is SPHR and SHRM-SCP certified, and specializes in HR audits, compliance, and employee engagement strategies.

RECRUITMENT ADVERTISEMENT: A REAL-LIFE PRACTICAL GUIDE FOR HIRING MANAGERS

BY ALEX OLIVER

Recruitment advertisements are surprisingly intricate. Why is that? First, they must grab attention, resonate with the right talent, and stand out amidst the noise—all while aligning with your company's broader hiring goals.

Achieving this balance is challenging, and many talent acquisition leaders face difficulties. You're not alone if you've ever felt your recruitment ads are missing the mark or failing to attract the candidates you need.

The good news? With practical strategies, real-life examples, and actionable insights, you can elevate your approach and create ads that consistently deliver results. First, let's learn about the different recruitment ad types and why they matter.



TYPES OF RECRUITMENT ADS

Recruitment ads come in many forms, and understanding their strengths and applications is key to building a versatile strategy. Here are the main categories:

Online job portals

These are the bread and butter of recruitment advertising, offering visibility where job seekers are actively searching.

Platforms like Indeed and Glassdoor allow you to post detailed job descriptions, showcase company culture, and include tailored application processes.

The key is optimization—use compelling headlines and highlight what makes your role or company stand out.

Paid ads on digital platforms

Paid advertising offers unmatched targeting capabilities. You can focus on specific skills, locations, or industries on Google, LinkedIn, Facebook, or niche job boards.

Dynamic ads, video content, and testimonials often perform well on these platforms because they create a more engaging experience.

Out-of-home (OOH) media

While less common today, especially given how effective digital campaigns have become, OOH ads, like billboards or transit posters, can be highly effective for local-based hiring or brand awareness campaigns. These ads work best when combined with digital efforts to reinforce your messaging.

By leveraging a mix of these channels, you can create a multi-faceted approach that maximizes visibility and effectiveness.

THE CONNECTION BETWEEN RECRUITMENT ADS AND BRAND

Recruitment ads should not only advertise open positions—they should reflect your company's values and culture. Every ad contributes to your employer brand, shaping potential candidates' perceptions of your organization.

How can ads help build brand trust? Candidates are increasingly seeking roles at companies aligning with their values and future goals. Recruitment ads should showcase your commitment to diversity, innovation, and employee development.

Avoid generic platitudes like "Join our team!" and instead highlight specific aspects of your workplace culture that make your company unique. Additionally, prioritize branded career sites.

An often-overlooked aspect of recruitment advertising is your career site. This is where candidates go to learn more about your company, so ensure it's engaging, informative, and aligned with your ads.

A well-branded career site can significantly improve conversion rates, helping you turn passive viewers into active applicants.

EXAMPLES OF EXCELLENT RECRUITMENT ADVERTISING

Successful recruitment ads capture attention and leave a lasting impression. Let's examine a few standout examples:

- Google's problem-solving billboard, also known as Google's "mystery billboard" is an old yet memorable example. This ad challenged viewers to solve a complex

equation, appealing directly to the analytical minds they wanted to hire. This creative approach attracted qualified candidates and strengthened Google's brand as a company that values innovation and problem-solving.

- Sprout Social excelled in a recruiting campaign by presenting an engaging video highlighting authentic employee testimonials. The video emphasized the company's flexibility and work-life balance. Unlike typical, dull corporate messaging, this video featured actual employees sharing their experiences and showcasing Sprout's unique culture.

These examples highlight the importance of creativity, authenticity, audience targeting, and innovative solutions in recruitment advertising.

MEASURING THE SUCCESS OF RECRUITMENT ADVERTISEMENT EFFORTS

How can you tell if your recruitment ads are working? Tracking the proper metrics is essential. Here's what to focus on:

- **Impressions and clicks:** Are people engaging with your ads? High impressions but low clicks may indicate that your messaging needs re-working.
- **Application conversion rates:** Measure how many clicks turn into completed applications. A low rate could mean your application process is too lengthy or unclear.
- **Time to hire:** Are your ads accelerating the hiring process by attracting qualified candidates quickly?
- **Cost per hire:** Compare the cost of your ads to the number of successful hires. This metric ensures your efforts are delivering ROI.

TRENDS AND INNOVATIONS IN RECRUITMENT ADVERTISING

The future of recruitment advertising is rapidly evolving. Key trends include:

- **Enhanced ad targeting:** Platforms now offer granular targeting based on career stages, industry trends, and even behavioral data, allowing you to reach candidates more effectively.
- **Interactive and video ads:** Interactive content, such as quizzes or short videos, creates a more engaging experience for candidates and drives higher conversion rates.
- **Data-driven insights:** Recruitment marketing platforms analyze performance data to help refine your strategies and optimize ad placement.
- **AI adoption:** There are many opportunities to explore the latest advancements in AI, like creating tailored content. For example, you can build captivating job descriptions, optimizing the content to attract the best-fit candidates.

To stay ahead, integrate these innovations into your campaigns.

5 CHALLENGES (AND SOLUTIONS) IN RECRUITMENT ADVERTISING

Even the most well-thought-out recruitment advertising strategies can face hurdles. Here are some common challenges and practical ways to overcome them:

Poor targeting

Misaligned targeting can lead to wasted budgets and irrelevant applications. For example, if your ads reach a general audience instead of specific skill sets, they may fail to attract the right talent.

Use advanced targeting features on platforms like LinkedIn or Facebook, specifying criteria such as job title, industry, skills, and location.

Generic messaging

Ads that lack personality or don't highlight what makes your company unique often go unnoticed. Candidates want to see what sets a company apart from its competitors.

Develop messaging that focuses on your unique value proposition as an employer. Highlight company culture, employee testimonials, or specific growth opportunities to make your ads more relatable.

Over-reliance on a single channel

Many organizations make the mistake of limiting recruitment advertising to one or two platforms, like job boards or LinkedIn. While compelling, this approach may miss out on reaching diverse talent pools.

Diversify your channels. To broaden your reach, combine online job portals with social media campaigns, email marketing, and offline channels like community events or career fairs.

Difficulty in tracking ROI

Recruitment advertising can often feel like a guessing game when there's no clarity on what's working. Knowing which campaigns deliver the best results is hard without proper tracking.

Implement tracking and analytics tools to measure performance. These solutions provide robust insights into metrics like click-through rates, cost per hire, and application conversion rates, enabling data-driven decisions.

MAKING RECRUITMENT ADVERTISING EASY AND SUCCESSFUL

As we have learned, effective recruitment advertising requires a thoughtful approach that combines creativity, strategy, and measurement.

By understanding the different ad types, aligning ads with your brand, and embracing emerging trends, you can attract top talent while maximizing your ROI. ■

As a content creator at iCIMS, Alex Oliver is well-versed in content and digital marketing from B2B and B2C organizations big and small.



DO YOU NEED TO HIRE AN EMPLOYEE BENEFITS BROKER?

BY MATTHEW NESMITH



Prioritizing employees' well-being means fewer sick days, better engagement, and higher retention rates. Offering comprehensive benefits is one way employers show their commitment to employee wellness.

But did you know employee benefits account for anywhere from 25–40% of your total compensation costs? Aside from the cost, making sure you're in compliance with government regulations around employee benefits like health care can be a real challenge.

Imagine having an expert on your side to help you navigate the complexities, save time, and ensure every dollar is spent wisely. Enter the employee benefits broker—your secret weapon for optimizing this significant investment.

A benefits broker can help businesses attract and retain talent by helping you design a total compensation package that's appealing to employees and prospects, and affordable for your business.

Curious about how an employee benefits broker can help turn a compensation headache into a

no-brainer? Read on to learn everything you need to know about what benefits brokers can do for your company—what they are, what services they provide, and how they can help you design the ideal benefits packages for your employees.

What Is an Employee Benefits Broker?

An employee benefits broker is a third-party consultant who helps businesses select, manage, and negotiate benefits packages for a fee. According to SHRM, benefits broker is the accepted term for what used to be different kinds of service providers: brokers, consultants, and advisors². The distinguishing factor used to be whether they worked for a fee, commission, or for free, but the terms are now used interchangeably.

Seventy percent of employers use three or more benefits vendors³. A broker can help you navigate this web of relationships. These brokers may also have a good grasp on laws and regulations too, ensuring you remain compliant and avoid paying penalties. It's not a one-time thing either. They might offer regular support, answering

employee queries, as well as helping HR teams manage the process.

What Are the Advantages of Having an Employee Benefits Broker?

Employee benefits brokers bring experience in their field and can help pick the best benefits packages for your organization. If people feel they're getting a good selection of perks, they may be more likely to apply for a role, stay in the business for longer, and even recommend you as an employer. We've listed the highlights below of the benefits they can offer your business.

CRAFT AN APPEALING PACKAGE TO ATTRACT TOP TALENT

Using a benefits broker may help to pull in high-caliber job applicants. This could strengthen your workforce with the right individuals, as well as keep existing employees on board and on-side. A well-thought-out and valuable array of benefits could set you apart from your rivals when it comes to hiring. In fact, a better benefits package is one of the top reasons people switch jobs (26%), coming in second only to higher pay (32%)⁴.

PROVIDE EXPERT ADVICE ON EMPLOYEE BENEFITS

As a specialist provider, employee benefits brokers know the ins and outs of this area of workplace organization, the legislation governing it, and the competitive rates different vendors offer. They can help make sense of the wide range of options and features available, ultimately helping you make the right pick for your organization's needs.

REVIEW AND NEGOTIATE CONTRACTS

Brokers often have industry contacts or access to favorable pricing models, meaning the outlay for your organization is lower and you're able to consider providing a better package for your team. Worried about legal snares? Fear not! Between your legal team and a benefits broker, you should have it all made crystal clear.

HELP EMPLOYEES ACCESS BENEFITS

A broker can help ensure employees enroll in the benefits programs, understand their options, and provide guidance on how to make the most of them. With any luck, this means less strain on your HR department, as workers can go directly to benefits brokers regarding these programs. This personalized support can help with employee satisfaction, too.

Tips for Choosing a Benefits Broker

So, you've decided on hiring a benefits broker. Congrats! But what are the actual steps involved in selecting one? Here are some things to consider when selecting an employee benefits broker.

PLAN

Give yourself enough time to evaluate, compare, and find the best options for your company's needs. Working six months ahead will remove the stress of last-minute scrambles, giving you time to thoroughly research brokers' expertise and plans—and highlight any potential drawback.

CHECK CONTRACTS

Having time means you don't need to rush going through contracts. Review them thoroughly and pay attention to detail. If there are any terms you're unclear about, you'll have the space to ask the brokers. Worried about hidden costs? Doing things early can

help you identify and work through anything you'd like to clarify.

DO YOUR RESEARCH

Beginning well in advance gives you the chance to scope out the credibility of benefits brokers you're thinking of engaging with. Are they licensed? Do they have a good track record with legal compliance? What do other companies say about them? Make sure you've done your due diligence before committing in any way.

Do I Always Need an Employee Benefits Broker?

As with most third-party consultants, a benefits broker isn't the perfect fit for every company. There are some reasons why you'd decide to go it alone when it comes to putting together your employee benefits package.

- ▶ If you're part of a smaller business, you may be able to arrange things better yourself.
- ▶ If your business only offers a basic benefits package, it may be easy to manage without the need for outside help.
- ▶ Your HR department could be proficient enough at dealing with benefits to the point where external expertise isn't necessary.

Having said that, getting a benefits broker on board can offer major benefits. You might need a benefits broker if you're interested in the following, but don't have the time or resources to invest in doing it yourself.

- ▶ You want to offer a wider range of benefits to your staff.
- ▶ You're concerned about compliance.
- ▶ You want to offer competitive benefits that'll be attractive to potential new hires.

Are Benefits Brokers Worth It?

By now, you probably get the sense that benefits brokers can be pretty helpful. But are they worth the price? You'll have to do a little—or a lot!—of digging to find out for yourself. As with any third-party consultant, you'll want to make sure you're bringing on the right talent for your team. There are a few aspects you might want to

look out for when choosing a benefits broker, including:

TRANSPARENCY

Ensure they're clear about their processes, fees, and potential conflicts of interest. If they're open and honest from day one, it can help foster trust. Make sure brokers you consider are comfortable having conversations around prices, contractual terms, and other nitty-gritty details.

TECHNOLOGY AND TOOLS

What is the broker using to find you the best benefits plans? Evaluate the tools they're using, such as online enrollment platforms and reporting tools. Having these can help you streamline business processes and make the whole thing seamless.

COST STRUCTURE

Some charge a flat fee; some work on commission. Weigh up the pros and cons of each benefits broker's pricing model and find one that works best for your company's needs. Look for affordability, value, and flexibility so that you can continually refine and adjust as your business—and your employees—require.

Create a Standout Package for Your Employees With a Benefits Broker

Hiring benefits brokers for your business can help you to find the best deals on the market, manage the process, make people want to work for you, and stay compliant with regulations.

By partnering with an employee benefits broker, you can craft a compelling benefits package that not only attracts and retains top talent, but also ensures compliance and saves your HR team valuable time. Investing in a broker can transform your benefits administration into a strategic advantage, ultimately contributing to a happier, healthier workforce. ■

Matthew NeSmith is a Senior editor with Bamboo HR, where he leverages his background in entrepreneurship, team management, SEO, and content marketing to create insightful content on human resource topics, helping businesses thrive through people-focused strategies.

1. U.S. Bureau of Labor Statistics. "Employer Costs for Employee Compensation – December 2024 (USDL-25-0335)." U.S. Department of Labor, <https://www.bls.gov/news.release/pdf/ecec.pdf>.
2. Society for Human Resource Management. 2023. "The Ultimate guide to Hiring a benefits Broker." SHRM website, <https://www.shrm.org/topics-tools/news/hr-magazine/ultimate-guide-to-hiring-benefits-broker>.
3. McKinsey & Company. 2022. "US workplace benefits: Connecting health, wealth, and wellness." McKinsey website, <https://www.mckinsey.com/industries/financial-services/our-insights/insurance/us-workplace-benefits-connecting-health-wealth-and-wellness>.
4. Forbes. 2024. "Best Employee Benefits." Forbes website, <https://www.forbes.com/advisor/business/best-employee-benefits/>.



WAYS TO USE CHATBOTS TO ELEVATE HR

BY JESSICA MILLER-MERRELL

Recruiters are overwhelmed by too many open positions. Candidates are frustrated with hiring processes that they view as too slow. So how can chatbots help your HR team?

Chatbots As Tools for HR and Recruitment

First, let's define what a chatbot is. From SHRM: It's a computer program that can simulate conversation, either via text or voice¹. Chatbots, powered by artificial intelligence (AI) and armed with machine learning, can interact with humans and become increasingly agile with each interaction. Chances are you're familiar with robo-assistants like Amazon's Alexa, Apple's Siri, and Microsoft's Cortana. If you've ever interacted with one of these tools, you were interacting with a chatbot.

Types of Chatbots for HR and Recruiting

SCREENING CHATBOTS

These chatbots help to screen candidates by asking pre-set questions, assessing responses, and filtering resumes. They help quickly eliminate unqualified candidates and present a shortlist to recruiters.

INTERVIEW SCHEDULING CHATBOTS

These chatbots automate the interview scheduling process, allowing candidates to select time slots, confirm their availability, and get reminders. They integrate with calendars and reduce scheduling errors.

CANDIDATE ENGAGEMENT CHATBOTS

These chatbots maintain communication with candidates throughout the recruitment process, keeping them updated on the status of their applications and providing necessary information about the company.

ONBOARDING CHATBOTS

These assist in onboarding new hires by providing them with important company information, guiding them through paperwork, answering frequently asked questions, and offering training resources.

FAQ CHATBOTS

These bots help answer frequently asked questions related to job openings, application processes, company culture, benefits, etc., providing 24/7 support to candidates and potential hires.

TALENT POOL MANAGEMENT CHATBOTS

These bots help to maintain an active talent pool by engaging passive candidates and nurturing relationships for future job opportunities. They send updates about job openings and company news.

These tools can support recruiting professionals with the human interactions common to the hiring process—receiving a resume or application, setting up times for interviews, conducting interviews, making an offer, receiving an accepted offer and beginning the onboarding process. In short, chatbots can save time, expedite the hiring process and reach more candidates. Here are seven ways chatbots can help HR and recruiting, and free up your time to focus on high-touch tasks.

7 Ways to Use Chatbots in Human Resources and Recruiting

1 Appointment scheduling. Chatbots can allow candidates to schedule phone or in-person meetings (similar to how Calendly works). A lengthy interview scheduling process can damage your employer brand. It could also mean that you miss out on the best candidates because they get tired of waiting and accept a job with your competition instead.

Using a chatbot that's calendar synced, candidates can book their interviews through the chatbot. With calendar sync it can access the calendars of the interview panel members. Which means that the interviews will be booked based on their real-time availability. This can prevent double-bookings or having to reschedule because not everyone was free at the agreed time.

2 Customer service. Both to candidates and employees. Candidates have frequently asked questions. Employees spend hours each month searching for basic company-related information. Chatbots can quickly get the answers they are looking for, improving your candidate

experience and making employees more productive and satisfied.

Chatbots are especially relevant for millennials, as this group relies heavily on mobile messaging platforms and new technology to stay connected. Chatbots are also extremely useful for the 3.7 million employees who work remotely and don't have face-to-face access to HR. As a result, more talent will be retained due to better, faster, and easier forms of communication.

3 Candidate screening. A chatbot can help in the screening process by not only getting prospective employees' information but also performing quick background checks. Immediate answers hold onto potential applicants longer because they provide instant responses that keep potential applicants interested. As a result, there will be an increased number that actually complete applications.

Answers provided to potential applicants by chatbots are generally quite accurate and complete. This high rate of accuracy may reduce the need for follow-up questions. And without additional questions, this would speed up an applicant's decision-making about whether they want to apply. A high accuracy rate is possible because recruiting questions generally cover a very narrow range and most questions are easily predictable. As a result, you don't need advanced AI technology to produce satisfactory answers about your jobs and the company.

4 Onboarding. When a new employee is hired, the onboarding process tends to be repeatable and many questions from new staff members are predictable. The same applies to many parts of the training process for new employees.

A startup called Talla, based in Boston, develops chatbots designed to help new workers get up to speed and be more productive. The company is using advanced machine learning and natural language processing techniques in an effort to create software that is smarter than the average bot. Talla launched a prototype bot for managing to-do lists on the workplace communications platform Slack. So far, about 600 companies have added the chatbot to their Slack channel and are using it.



5 Benefits enrollment. Some large HR software providers are already experimenting with chatbots as a new employee interface, allowing them to select benefits, 401(k) options, and enroll in various company programs (such as gym membership or lunch options).

Rather than trying to remember everything at once, a chatbot for HR will answer questions in real time, resulting in faster decision making for employees. A chatbot for HR teams creates an effective approach to answering crucial questions such as “When do we get paid?” or “How can I switch dental providers?”

6 Employee communication. Companies like Overstock.com are using AI chatbots for its customer service employees. Overstock’s chatbot is called “Mila.” In addition to chatting in sick, Employees can use Mila to schedule time off, check their schedules, and do a variety of other tasks that used to require making a phone call or sending an email. Now the company can fill schedules and replace workers faster, which ultimately saves money.

Microsoft has a chatbot for employees called ADbot that mines the corporate directory for information. The company is also working on building a bot on top of its intranet so employees can ask the digital assistant simple questions, such as what’s for lunch at the cafe.

7 Training and development. Using chatbots for training is effective because it offers more interactive participation by employees rather than sitting through a standard training video or watching a PowerPoint presentation.

The evolution from using a chatbot as a productivity tool to using a chatbot to facilitate employee learning and development is natural because a good chatbot can communicate with learners in the same way friends and colleagues do. Learners won’t ignore a message from a dear

friend, and they likely won’t ignore one from a chatbot if the chatbot is smart, friendly, and adds value to their day.

Advantages of Chatbots in HR and Recruiting

INCREASED EFFICIENCY

Chatbots can handle large volumes of repetitive tasks, such as answering common questions, scheduling interviews, and screening resumes, freeing up time for HR teams to focus on more strategic activities.

24/7 AVAILABILITY

Chatbots can operate around the clock, providing candidates with instant support and updates regardless of time zones. This leads to a better candidate experience.

REDUCED HUMAN BIAS

Chatbots follow predefined algorithms and rules, which helps to eliminate human bias during the initial stages of recruitment, like screening and interviewing.

COST-EFFECTIVE

By automating mundane tasks, companies can save on recruitment costs, especially when hiring at scale.

IMPROVED CANDIDATE EXPERIENCE

With prompt responses, easy access to information, and a seamless application process, chatbots enhance the overall candidate experience and engagement.

FASTER RECRUITMENT PROCESS

Chatbots expedite the recruitment process by quickly screening resumes, asking preliminary questions, and scheduling interviews, resulting in faster decision making.

DATA-DRIVEN INSIGHTS

Chatbots collect and analyze data throughout the hiring process. HR teams can gain valuable insights into candidate behavior, application trends, and bottlenecks in the process.

Disadvantages of Chatbots in HR and Recruiting

LACK OF EMOTIONAL INTELLIGENCE

Chatbots cannot yet replicate the emotional intelligence that human recruiters offer. They may struggle to understand nuances, emotions, or complex candidate queries.

OVER-RELIANCE ON AUTOMATION

While chatbots can handle many tasks, an over-reliance on them may alienate candidates who

prefer personal interaction or may fail to address complex questions that require human judgment.

LIMITED TO PREDEFINED RESPONSES

Chatbots operate within the limits of their programming. They may fail to provide satisfactory answers if a candidate asks an unexpected or out-of-scope question.

DATA PRIVACY CONCERNS

Candidates may be cautious about sharing personal information with automated systems, especially if they do not trust how their data will be stored or used.

POTENTIAL FOR FRUSTRATION

If a chatbot is poorly designed or makes mistakes in responding, candidates may become frustrated or feel misunderstood, potentially damaging the company’s reputation.

INITIAL SETUP COSTS

Developing and implementing a high-quality chatbot system can be costly and time-consuming, especially for smaller organizations.

Where to Start With Chatbots

Having a chatbot that provides hundreds of answers a day means that recruiters don’t have to write up answers or take as many phone calls from potential applicants. As a result, chatbots free up valuable recruiter time to do more important tasks.

Getting started using chatbots is a simple process if you already have data to train the bot like company knowledge bases, employee training documentation, internal service ticket records, and FAQs, to name a few. Take these essential documents and pair them with one of the many chatbot solutions out there, and you can get started in no time.

It’s important to consider the challenges surrounding information security, legal boundaries, extensibility, and audit logging when making the decision to get started using bots for HR. There are privacy issues with benefits enrollment that must be considered, as well as candidate data protection. And then there’s the challenge of employee adoption. While millennials tend to be quite comfortable using chatbots, there may be some hesitation from employees who are used to face-to-face meetings with an HR representative. It’s recommended that you roll out chatbot technology gradually and optionally. ■

Jessica Miller-Merrell is a workplace change agent focused on human resources and talent acquisition. She’s also the founder of Workology (formerly Blogging4Jobs) and can be contacted on X at @jmillmerrell.

Vacation Guilt Is Real. Here's How to Beat

BY JAMES MOUL

Ever feel a twinge of guilt turning on your out-of-office reply? You're not alone. In a culture that glorifies hustle, many employees find it hard to truly unplug—even when they've earned the time off. But taking a break isn't just good for mental health. It's vital for long-term productivity and job satisfaction.

Why the Guilt?

Vacation guilt usually stems from internal pressure (not wanting to look replaceable) or external factors (fear of burdening co-workers or missing out). The result? People cut trips short, answer emails poolside, or skip time off entirely, leading to burnout down the line.

Setting the Tone Starts at the Top

If leaders are answering emails on their beach day, employees will feel pressure to do the same. But when managers model healthy boundaries—like truly unplugging and encouraging their teams to do the same—it sends a powerful message that rest is respected and necessary.

Tips to Disconnect Without the Stress:

- **Prep and delegate.** Create a simple coverage plan before leaving.
- **Use your OOO message wisely.** Set clear expectations about response times and points of contact.
- **Leave guilt at the door.** Remember: vacation is part of your compensation—and good for your performance.



When teams normalize taking real time off, everyone benefits. A rested workforce is a more creative, engaged, and resilient one. So go ahead. Pack the bag, mute the notifications, and soak up the sun. You've earned it. ■

James Moul is a copywriter with Haley Marketing Group and the editor in chief of Insights. He can be reached at jmoul@haleymarketing.com.

RECIPE

Strawberry Spinach Poppy Seed Salad

Bright, crisp, and bursting with seasonal flavor, this strawberry Spinach poppy seed salad is a must-have for warm weather gatherings or light weekday meals. The sweetness of fresh strawberries pairs beautifully with baby spinach, creamy goat cheese, crunchy almonds, and a tangy poppy seed dressing.

YIELD: 4 servings **TIME:** 15 minutes

INGREDIENTS:

For the Salad:

- 6 cups baby spinach
- 1 cup fresh strawberries, hulled and sliced
- 1/4 red onion, thinly sliced
- 1/3 cup crumbled goat cheese (or feta)
- 1/4 cup sliced almonds (toasted, if desired)

For the Poppyseed Dressing:

- 1/4 cup olive oil
- 2 tablespoons apple cider vinegar
- 1 tablespoon honey
- 1 teaspoon Dijon mustard
- 1 teaspoon poppy seeds
- Salt and pepper to taste

DIRECTIONS:

1. Make the dressing:

In a small bowl or jar, whisk together olive oil, apple cider vinegar, honey, Dijon mustard, poppy seeds, and a pinch of salt and pepper. Set aside.

2. Assemble the salad:

In a large bowl, toss together the baby spinach, strawberries, red onion, goat cheese, and almonds.

3. Dress and serve:

Drizzle the dressing over the salad just before serving. Toss gently to combine.

*Optional twist:

Add grilled chicken or avocado slices for a more filling meal!

Refreshing, colorful, and nutrient-packed—this salad is a seasonal favorite that looks as good as it tastes. Perfect for a picnic, brunch, or light al fresco dinner.



DIRECT HIRE SERVICES

Find your next *innovative hiring* solutions



A customized approach to overcoming today's hiring challenges.

The Resource's custom Direct Hiring solutions can transform the way you recruit and onboard talent, getting quality candidates on the job fast. It's a unique approach to hiring that succeeds where traditional temp-to-hire approaches now fail.

Our Direct Hire experts work with your team to understand your specific needs, processes and culture. Then we handle the searching, vetting and evaluation of candidates to match the individual's skills, strengths and values to your business.

How it works:

- Qualified candidates are hired directly onto your company's payroll from day one.
- This candidate pool includes the permanent workforce, ensuring you have access to proven candidates.
- If a traditional Direct Hire fee structure doesn't fit your business, our Hybrid Pricing Structure spreads the fee out over time. This gives you a **built-in guarantee period** that reduces risk for you and your organization. If, for some reason, the candidate does not work out over the agreed upon time period, you don't continue to pay.

Why it works:

- Our staff size allows us to be an extension of your hiring team, promoting your company and your reputation to attract the working employees.
- We make the transition seamless for employees, taking the unknown out of changing jobs.
- We customize the onboarding process (skills assessment, backgrounds, etc.) to fit your exact needs.
- Innovative pricing structures are customized based on search difficulty, volume of positions, position salary, and length of payment terms.

Talk with us to learn more.

[Our experts are ready to work with you to create the workforce solution that best fits your business.](#)

[TheResource.com](#) | 336.896.1000

**THE
RESOURCE**

Find Your Next

Find your next *generation* *of leaders*



**THE
RESOURCE**

Recruiting. Direct Hiring. HR Support.