



Recruiting Plan/Employment Process/New Hire Welcome For All Positions Including Sales

Sales Goal: 18 Account Executives per month

Hiring Standards:

- 1) All positions have a current, written job description
- 2) All team members meet the basic job requirements
- 3) All team members pass pre-employment screening
- 4) 90% retention after 90 days

We are in the midst of a changing job market, including a shrinking qualified labor pool, new graduates, welfare reform, an aging workforce, and needs for flexibility in scheduling and other areas. OEI's recruiting plan needs to be as diverse as the workforce in order to recruit and retain the right fit for each position. Our plan must not only be complete, but it must be strategic and focused. Each open position warrants its own strategic plan, focused on recruiting the best candidates with the desired qualifications.

The following plan encompasses the many areas we will utilize for recruiting, with the last section detailing our employment process and how we welcome new hires. I'll also work with Sales Recruiting to develop a dated monthly plan.

Recruiting Plan

E-Recruiting

Strategy: To reach as many potential applicants as possible for the lowest cost; to create a ripple effect of referrals; to present ourselves as a professional and appealing company.

Cost: Internal costs of fee of \$4500

- 1) .com (see separate site map)
- 2) E-mail list to 500,000 names, first run
- 3) Establish links with schools, vendors, professional associations, and others.
- 4) Increase # of free sites used for links, and continue use of job fair links, and **ongoing**
- 5) Use Monster.com, an online recruiting site, for all positions **ongoing**
- 6) "www.outboundexcellence.com" included in all ads for newspapers, job fair publications, job postings, etc. **ongoing**
- 7) A link to.com from every ad we place on the local paper web site **ongoing**
- 8) Evaluate subsequent email lists
- 9) OEI may choose to post Marketing and Management positions on email distributions at no charge.

External Job Fairs

Strategy: Face to face contact with applicants; to present OEI as a professional and appealing company; to collect as many resumes as is possible for those interested.

Cost: Total annual cost of \$16,000 (includes cost of fair, electricity, and popcorn)

20__ Schedule:

January, Job Fest

February, West Coast Job Fair

March, High Tech Job Fair

April, NW Career Fair

June, Marketing Job Fair (w/ radio coverage)

July, High Tech Job Fair

August, NW Career Fair

October, High Tech Job Fair

November, Diversity Job Fair

Barriers: Help is needed from Sales for transporting, set up and tear down of the booth in conjunction with working at the fair.

Internal Job Fairs

Strategy: Face to face contact with applicants; provide the applicants with a chance to see OEI and test the commute; an opportunity to schedule second, longer, interviews.

Cost: The cost of coffee for those waiting (\$150?)

OEI will advertise internal job fairs for afternoons/evenings. Candidates will have the opportunity to receive Company information and meet with a Sales Manager. Following the job fair the managers will meet for debriefing and identify those eligible for a second interview.

Advertising

Strategy: To notify the local public of our open positions; to receive resumes.

Cost: varies with size of ad. The non-Sales budget totals \$3000 per month. *Have the Sales ads been budgeted for 20__?*

Newspaper standards:

- 1) All ads are subject to cost effective and consistent formatting
- 2) Sales and other departments in certain situations may use display ads to get greater attention
- 3) The use of bold lines and strategic placement are needed to ensure we attract the best candidates (these need to be specifically requested of the newspaper)
- 4) Diverse locations are encouraged: Local newspapers, the Employment Paper
- 5) For most positions, including the salary range is advisable to weed out those expecting more money
- 6) All ads must say “EOE” and “Drug Free Workplace”

Radio ad campaigns have been used in the past with little success. **Television ads** have been considered but not used due to the cost.

Agency Contacts

Strategy: To use local agencies as a source for applicant information; to encourage diversity through a variety of sources.

Cost: Free

OEI’s open positions are faxed to local agencies twice monthly where they are posted for viewing and discussed with potential applicants. These agencies include:

- *Local unemployment offices
- *Workforce and affiliated programs

Diversity Task Force

Strategy: Networking among other recruiters, agencies, and applicants; an opportunity to present our needs verbally and in writing.

Cost: Free

The Task Force meets monthly. This group of recruiters, free and temporary agencies, and applicants form a supportive group where H.R. topics are presented, applicants perform “live resumes” and OEI has an opportunity to present our hiring needs.

Presentation Opportunities

Strategy: Present our company as a proactive, diverse, and appealing company; collect resumes. provide a community service through an informative presentation.

Cost: Free

Opportunities will be sought after for a brief presentation about our company and Sales, in exchange for a chance to talk to applicants and collect resumes.

Referral Program

Strategy: To entice team members and outsiders to refer applicants to OEI.

Cost: Varies with position

All positions will have a referral amount assigned that is available to team members or outsiders who refer successful candidates. The referral bonus is paid following 60 days of satisfactory employment.

Sales positions each have a bonus of \$200.

Other positions will be determined and assigned on the Job Bulletin and our E-recruiting site.

Colleges

Strategy: Attract college students for part time or full time work.

Cost: Free

Local colleges receive OEI's Job Opportunity Bulletin twice monthly, and job centers are notified as needed to highlight open positions.

We have also participated in campus job fairs and meetings with job placement counselors, but both of these methods have proven ineffective.

Welfare to Work/School to Work

Strategy: Locate candidates with some work experience who recently graduated or those completing work training for OEI positions.

Cost: Free, with possible tax credits

These programs produce qualified applicants for OEI's Customer Service and Order Processing departments. There are no requirements to hire the candidates, only to give qualified applicants an interview.

Depending on the candidate's background, a tax credit could be available for hiring through this program.

Alumni and Professional Associations

Strategy: Use professional associations as a means to locate candidates.

Cost: Varies

Professional Associations will also be used to identify and contact candidates.

Company Infiltration

Strategy: Make contacts with competitors and other companies employing qualified candidates to identify applicants.

Cost: Free

Use contacts of current and new hires to identify more applicants.

Employment Agencies

Strategy: Supplement other efforts by using an outside agency.

Cost: Varies, but its expensive

Employment Agencies are used sparingly, if at all.

Pre-Employment Screening

Strategy: Recruit right by eliminating those using drugs, with a criminal background, a poor work history, or a dishonest application.

Cost: \$__per person for most drug screens; \$__ per person for most background checks.

This program makes a statement about our high standards and pride in our work ethic.

Employment Process

Responsible Person	Employment Action
Department Managers	Determines need for hire, completes the Request for Hire form, updates the job description
Department Vice President	Approves the Request for Hire
HR	Approves the Request for Hire
Employment Assistant	Sends the requesting manager & VP the Request for Hire Acknowledgement Email explaining the hiring process.
HR	Recruits for the position
HR	Receives, counts, and records # of resumes. Forwards resumes to department manager or files by dept.
Department Manager	Reviews resumes and selects applicants for interviewing. Either sends resumes to HR or sets up interviews themselves.
HR	Contacts the applicant to schedule an interview. May conduct a pre-screening interview on the phone.
Receptionist	Provides the applicant with an application packet.
Applicant	Completes their application and background check form in the lobby. Reviews handouts. Gives the application/bkgd check form to the receptionist.
Receptionist	Reviews application for completion and calls the manager.
Manager	Conducts interviews. Completes an offer worksheet and gives it to HR with the application, bkgd form, and resume ("packet").
Manager	Schedules a cold call for Sales candidates, makes arrangements for them to listen to Sales calls, conducts second interview.
Manager	Makes the verbal offer "pending the results of the pre-screening process"
Applicant	Accepts or rejects the verbal offer
HR	Gives the application packet to Reception for those accepting the offer; files the packet in the dept. "no" file for those not accepting.
Receptionist	Contacts the applicant and instructs them to take a drug test by the end of the next work day; provides directions. Submits the application and bkgd form for checking.
Receptionist	Evaluates the drug and background check results. Notifies HR of any detrimental information.
HR	Reviews pre-screening results and determines hiring eligibility, including the manager if needed.
HR	Contacts applicants: "welcome to our team" or "not eligible for hire"
HR	Sends out either an Offer Letter or a "No" letter
HR	Sends the Manager an email, cc: the VP, notifying them of their new hire, asking all resumes be returned to H.R., and providing a list of items they can do to make their new hire feel welcome on their first day.
Applicant	Signs and returns their offer letter. Begins work on their start date and attends New Hire Orientation.
HR	Sends "no" letters to all who were interviewed but not selected and files resumes for one year.
New Hire, Manager, VP, Human Resources, and Sales Training	Rejoice because they Recruited Right!










New Hire Welcome

How a New Hire feels when starting work at OEI, and during the employment process, largely defines how well they will perform and how long they will choose to stay employed here. OEI's employment process not only selects candidates but serves to provide the following dynamics:

- Provides a professional view of the Company
- Defines the core competencies of the position so the applicant can see how they measure up
- Demonstrates OEI's Honesty, Integrity, Pride, and Skill through careful pre-screening steps and professional interviews.
- Provides the candidate with the opportunity to see OEI and meet the leaders in their prospective department

By the time a person is hired they've been introduced or talked to at least one department leader, our OEI receptionists, and at least two members of Human Resources. *Every contact is important!* Our customer service is an excellent selling point for employment.

Every candidate receives a courtesy call following their completion of the pre-employment process. HR also emails the hiring manager and Cc's their Vice President prior to the candidate's first day, asking them to greet the candidate in the lobby before Orientation, or to be available at their start time if they begin work on a non-orientation day. Additionally, HR provides this list to the manager to help the team member feel comfortable on their first day:

-  Be prepared with a written training plan with trainer names so the team member can have a productive day
-  Have a working phone and computer ready, with logins
-  Have needed office supplies and a phone list available
-  Show them where their mailbox is
-  Tour of OEI and department, with team member introductions
-  Make arrangements for someone to eat lunch with them
-  Discuss company/department policies, forms and timesheets
-  Help them to order business cards, if applicable
-  Tell them you're pleased that they're here!

OEI has an excellent New Hire Orientation that informs and welcomes all team members.