



the dawson difference

A Step By Step Guide to Recruiting
from Resume to Start Date

Created By Phil Freeman
and Reina Glenn

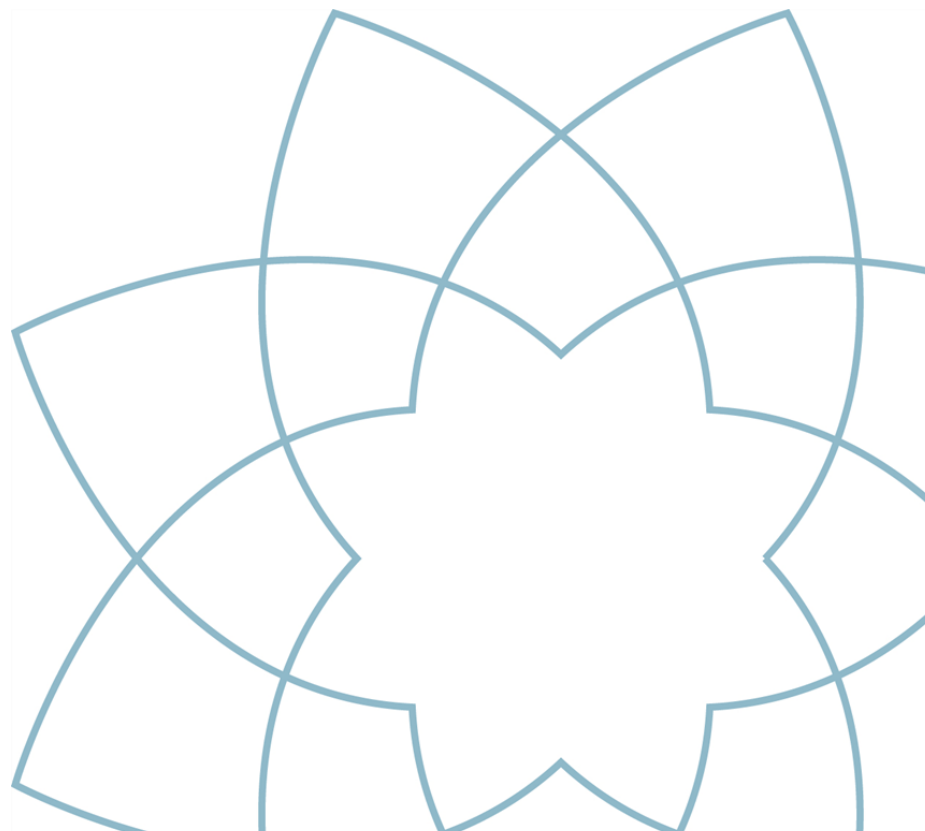


Table of Contents

Introduction.....	3
Contacting a Potential Candidate.....	4
The Art of the Interview.....	5
Let's Talk Money.....	6
Reference Check, Check, Check.....	7
The Dawson Difference: TalentRooster.....	8
The Right Write-Up.....	9
Sending the Candidate Out for the Interview.....	10
After the Interview.....	11
May I Take Your Order?.....	12
Finding Candidates – Intro to Sourcing.....	13
Job Boards: Writing and Posting Ads.....	14

Introduction

Dawson prides itself in being an ever-evolving company, and while that commitment helps keep fresh ideas on the table, it also causes the recruiting processes to change constantly. In an attempt to solve that problem, we created this guide according to the tried and true methods of the one and only Phil Freeman, Dawson's first and longest running employee. Because Mr. Freeman has worked both the recruiting and business development sides of the business, this guide details a holistic process of recruiting, taking into consideration the candidate as well as client facing aspects. Keep in mind that your particular role may not require you to carry out every step of the following procedures, but if you seek to go above and beyond what's in your job description, this guide will help get you there.

Note: For the many hypothetical instances to follow, we will hereby assume that "the candidate" is female, and her name is Candice Candidate.

Contacting a Potential Candidate

✓ Call Every Candidate

Don't rule an applicant out based on her resume. Excellent candidates are not necessarily excellent writers. Decide based on a candidate's phone presence whether or not you'd like to bring her in for an interview.

✓ Leave an Enthusiastic Message

Two words to live by when calling a candidate are **Encourage** and **Compliment**. Let her know how great her experience is or how much potential she has. Excite her about the possibilities of working with Dawson!

Always identify yourself first before asking to speak with the candidate.

Leave options for getting back in touch. Are you allergic to answering the phone? Include your email address in the voicemail!

Immediately send an email to follow up. People don't often answer calls from foreign numbers. Send a follow up email to the candidate to explain why you were calling, and that you're not a psycho stalker.

✓ What to Do When the Candidate Calls Back

First and foremost, **thank her for getting back to you.** Voicemails are easy to ignore! Then, scan her resume, asking a few key questions to get her talking:

- *Are you working currently?* This allows you to gauge how quickly you will be able to place the candidate, should she fit an open order.
- *Why did you decide to leave your last position?* If the candidate mentions quitting with no notice or being fired for unsavory reasons, you may want to reconsider bringing her in.
- *What type of work did you do in your last position?* The candidate's resume already provides the answer to this question, but establishing a rapport will make meeting in person easier and more comfortable.



Set up the interview immediately. Scheduling too far out can lead to no-shows. The longer you give your potential candidate to sit and think about how much she doesn't like interviewing, the more likely she is to cancel.

Send the Dawson branded pre-interview confirmation email which details the requirements for registering with Dawson and the items to bring on the day of the interview. *Be sure to highlight the TalentRooster video as an asset which sets Dawson apart from other staffing services.*

The Art of the Interview

Candidate Control – Tell, Don't Ask

Use commands instead of questions when speaking to your candidate. Phrases such as “Come in,” and “Have a seat” will establish you as the authority and leader of the conversation.

Explain How Dawson Works

Don't leave your candidate wondering what will happen after she finishes the interview. Make sure to highlight the most important points of working with Dawson:

- **This a free service for the candidate.** Repeat this as many times as necessary until she relaxes that skeptically raised eyebrow.
- **It may take some time before she gets a job.** Don't commit to placing a candidate same day if you can't follow through! You'll only earn yourself some angry voicemails.
- **Dawson should be a supplement to the candidate's existing job search.** Candidates often believe that their search ends when they meet with a recruiter. Let your candidate know that she should continue to look on her own, because Dawson does not guarantee placement for everyone.

Build a Timeline of Your Candidate's History

The timeline focuses on the human interest side of the hiring process – what the client will use to get an idea of *who* the candidate is, not just *what* she can do. Timelines should have ample details, covering every aspect of every job the candidate has held, even if she believes it insignificant. The skills gained through her various positions may translate into a position she never thought she'd be qualified for. This info will be useful when she writes her TalentRooster profile.

Stay Professional

Do make your candidate comfortable: remember to *Encourage* and *Compliment* her.

Don't become her best buddy: you might relate to your candidate over hometown or alma mater, but creating a personal relationship will undermine your professional authority.

Get the Facts Straight

- **Know your candidate's terms:** what is she looking for, and when she can start?
- **Drug and background checks:** don't wait for your candidate to fail the screen before finding out about her history. Ask her if she's secretly a foreign drug lord or was recently released from a Turkish prison.

Laying Down the Ground Rules

Every issue with a candidate can be avoided at the first interview if your candidate knows these rules:

Reaching a Recruiter on the Phone is Tricky Business: You can't promise to answer every call, but you can promise to return them. Dedicate an hour a day to returning phone calls, and always encourage candidates to email as a quicker alternative.

Things at Dawson Happen Fast: Make sure you know exactly how your candidate feels about the position in question immediately after the interview so that you can give the client an accurate response when they make an offer. Employers will NOT wait for your candidate to deliberate.

No Harm in Saying “No”: Make sure that your candidate understands she won't be penalized for rejecting a job offer. She's more likely to quit if she accepts a position because she feels pressured to, so if she doesn't sound all that interested, don't send her on the interview.

Let's Talk Money

Ask the Sticky Question Correctly

Remind your candidate that you will always aim to get her the most money possible. Since no starting salary is too high, be sure to ask, "What salary is **too low**?"

Why Does It Matter?

Asking your candidate for the lowest amount of money she's willing to accept implies that you aren't concerned with finding her a good salary. Instead, phrase the question so the candidate's answer reflects the smallest amount necessary to maintain her current lifestyle. The answer will sound something like, "I need to make at least ..."

Consider the Expenses

If your candidate was previously paying for benefits, parking, gas, or any other expenses related to her previous job, alleviating these costs acts as a raise in salary.

For example:

Candice used to drive 30 minutes to work and make \$13/hour, but you can place her at a company 5 minutes from her house for \$12/hour. She may be losing a little money on paper, but she's gaining back the money she would have spent in gas, as well as earning an extra 15 minutes of sleep in the morning. *Point out these perks and that \$1/hour won't seem like such a sacrifice.*

Orders with Salary Ranges

The salary for the order you're placing is \$30,000 – \$35,000, and Candice fits the bill, but she was only making \$28,000 at her last position. How much do you tell her she'll be making at this new position?

- **For the candidate:** present the low end of the salary. This new position offers at least a \$2,000 raise, even at its minimum.
- **For the client:** offer a middle range. If you think your candidate is a good fit for the position, tell the client she needs \$33,000.

This way, you've given the candidate \$3,000 more than expected, and the client a \$2,000 discount. Everybody lives happily ever after!

Counter Offers

Every now and again you will get a candidate you know is particularly special – an absolute asset in the workplace with a sparkling personality. However, chances are somebody else feels the same, someone like her current employer. She wants a new job, and you found her the perfect placement, but when she goes to put in her notice, her current boss offers her a wheelbarrow full of money and pleads with her to stay. Here are some reasons to give your candidate to dissuade her from taking the counter offer:

1. *The same circumstances that now cause you to consider a change will repeat themselves in the future even if you accept a counter offer. Things about your position and company rarely change.*
2. *You've just made your employer aware you're unhappy. From this day on, your loyalty will always be in question.*
3. *Do you really want to work at a company that only offers to pay you what you're worth once you threaten to resign?*

Reference Check, Check, Check

Calling a candidate's references is not only helpful in getting a better idea of her value, but could help you make a placement and earn Dawson a new client!

Test Your Candidate's Reaction

After letting the candidate explain about her last position, ask for the name and number of her supervisor. Say something such as:

"When I talk to your supervisor, what will he/she say about you?"

The candidate's reaction – whether comfortable or hesitant – will reveal the status of her relationship with her past employer and the terms on which she left her last position.

Search for Leads

If the candidate has worked for a local company, ask how she obtained that position. That company may have used a different staffing service in the past, and if so, **you just found a potential new client.**

Tell a Dawson BDM to give that company a ring, offering to fill positions like the one your candidate came from. You already know the company is open to using staffing services, and Dawson may be able to provide a better deal than the service they used in the past.

Calling the Reference

- **Provide background:** identify yourself and why you're calling
- **Be personable:** make sure to highlight how much help this reference is providing for your candidate. People feel good when they know they are making a difference.

Always remember to quote the supervisor's positive comments when writing your candidate's bio!

If the company has a policy against giving out references, ask for a **personal** reference instead.

If the company is local and the reference was good, **follow the potential client lead!**

How To: Prove It! Testing

Like the TalentRooster video, Prove It! evaluations make candidates nervous. Follow these tips to make your candidates comfortable and achieve their best results.

DO-OVERS ALLOWED

The evaluations are not pass or fail, the candidate simply needs to do her best. She can take the test as many times as necessary to achieve excellent scores.

OFFER TUTORIALS

If your candidate hasn't used a program in a few years and needs a refresher, send her the tutorial before she takes the evaluation!

BEST SCORES COME FROM HOME

Although the Dawson office provides computers, there are too many distractions in our busy lobby for candidates to properly focus. The comfortable, relaxed environment of their homes will enable positive scores.

The Dawson Difference: TALENTROOSTER™

Position the Camera Correctly

The candidate should be sitting slightly sideways, with one shoulder near the far edge of the frame. Her head and shoulders should take up most of the shot, with little space above her head and no bust showing.

Reposition the camera as needed so she is looking straight, neither up nor down.

Speak as if You're in Starbucks

The more casual you are, the more relaxed your candidate will be. Have her choose the questions she is most confident answering about herself.

Things to mention:

- **Little hiccups are okay:** you want the video to resemble a real interview, so a few *um*'s every now and then are just fine.
- **Stop anytime:** start over as many times as necessary to get it right.
- **Talk with your hands:** use hand and body movement naturally while speaking.

Try Some Practice Rounds

Have your candidate rehearse by answering the questions off-camera first. If you're particularly sneaky, you could record these practice rounds. Chances are, she will be relaxed because she doesn't think it's the real deal, her answer will be great, and you can use the take.

Now that her video is done, show your candidate how to fill out her profile!

The Work History

- **Use asterisks to create a list:** nobody wants to read a big block of text, so make sure your candidate *lists* her job duties, using asterisks.
- **Write out all job duties:** if she was going on vacation for a month, this list should act as detailed instructions for everything your candidate's replacement would need to know, from the most important duties to the paper filing – EVERYTHING. You never know what could be the candidate's selling skills.

Candidate Sections

This portion of the profile may not seem as important, but it can make or break your candidate's chances! Employers want to know who the candidate is, not just what she can do. Make sure she includes hobbies and outside interests so she doesn't seem like a data entry robot.

Tip! Have an example profile ready to show your candidate so she won't go wrong!

The Right Write-Up

This is your chance to impress the client with a pointed, yet detailed summary of your candidate's skills and accomplishments.

Components of the Successful Write-Up

1. Link to your candidate's completed TalentRooster profile

Ensure that all portions of her profile are filled in to completion.

2. Summary of skills, accomplishments, and background

The summary can make or break your candidate. Use this opportunity to highlight her strengths, as well as describe her background and any interesting details about her. **Do not** fill this section with fluff words. Saying your candidate is "awesome" doesn't help paint the picture of who she is. Use her existing attributes to make her come alive off the page!

3. A mention of any other positions for which she's being considered

This inspires a sense of urgency in the client. It says, "My candidate is special, snatch her up while you can!" Mentioning your candidate's other interviews or job offers may also support your credibility with the client if any such details come up in the interview.

Types of Placements

Direct Hire → *This is almost always the most preferable type of placement (for Dawson as well as the client) because it reduces costs. To make a complicated matter simple, Direct Hire placements involve enrolling the candidate directly onto the client's payroll, and skipping the temporary period.*

- *Direct Hire placements include up to a 90 day money back guarantee and lower sales tax for the client, as well as less time spent on administrative procedures for Dawson (e.g. processing drug screens). The Direct Hire placement is optimal for passive candidates who won't leave a secure job to be "tried out" by a new company for a few weeks.*

Temp to Hire → *Often mistaken by candidates as just a temporary position, Temp-to-Hire can be considered as "Rent-to-Own." This option gives both the candidate and the client a buffer period to decide whether or not they work well together, but should still be treated as a secure placement. However, because of the waiting period, candidates may not consider the position serious, and continue their job search while on their temp-to-hire assignment.*

- *Although seemingly better for the client, this option actually costs more, as the company must pay a higher tax on Dawson's service fee over time. Additionally, Dawson must make sure all tests have been run and set the candidate up on our payroll/health insurance plan for the first 30-60 days.*

Temporary/Contract → *These are short-term assignments that usually arise when clients have special projects that require extra help or need a replacement for somebody who has taken an extended leave (such as maternity).*

Sending the Candidate Out for the Interview

Always keep in mind that all of the work to create a placement must be done before the employer and applicant meet!

Get the Candidate Excited

Make the candidate feel like her presence is anticipated. Let her know the employers loved her TalentRooster video and that they can't wait to meet her.

Remember to Be the Coach

At the initial interview, you told your candidate that you would help her be the best she could be. Now it's time to make those subtle (or not so subtle!) tweaks to ensure that your candidate is as polished as possible.

Personal tips:

- Give a firm, strong handshake (Hint! Touch the web of the hand – between the forefinger and thumb – with the other person's)
- Use correct grammar
- No chipped nail polish
- Dress like the CEO

Help her prepare:

- Have her test drive to the interview location so she knows exactly where to go and how long it will take to get there.
- Make sure she studies the company website as if she's taking final exam.

Dress like the CEO

They say you should dress for the job you want, not the job you have. Make sure your candidate walks in the door looking as professional and polished as possible. Spend extra time on the little details!

Rules to Tell Your Candidate for the Client Interview

- I. As the employer describes the position your candidate is interviewing for, **have her point out specific duties** she was responsible for in previous jobs that relate to the position in question
- II. **Don't mention money, benefits, or advancement.** These topics generally come up at the end of the interview when the employer says, "So, do you have any questions?" Candidates tend to talk about themselves at this point ("How will this position help me?"). Set your candidate apart by having her ask questions that show she's interested in the *company's* needs.
 - "What kind of person is your ideal applicant?"
 - "What challenges would a person in this position face?"
- III. If you're particularly excited about the job, **finish with a strong closing line.** The employer is expecting the standard, "Thank you. I hope to hear from you." Customize this sample closure to make a lasting impression!
 - *Thank you for taking the time to meet with me. I've researched this company extensively and I know that this is where I want to work. Given the opportunity, I'm positive I could do an excellent job, so when you're making your decision, please remember me!*

After the Interview

Your candidate's interview isn't over just because she walked out of the building. The next steps in the process are equally as important if she wants to get the job.

Walk to the Car, Sit Down, and Dial

Let your candidate know in your coaching that she needs to call you **immediately** after the interview from her car in the parking lot. Ask her to recount each step of the interview and look for key details to clue you in on how well she did:

Length of the interview: a 20 minute interview doesn't necessarily mean the candidate didn't get the job, but it certainly doesn't give her as good a chance as a 2 hour interview.

The Two Most Important Questions to Ask Your Candidate

Post-Interview:

If the employers ask whether you are interested, what should I tell them?

Should the employers offer you the position, will you accept?

Why ask these questions? Once you know where your candidate stands regarding the position, tell the employer. If the candidate is excited about it, the employer will feel ensured that choosing her is the right decision, and if she wants to pass on the job, you're not wasting the employer's time.

How many people she met with: if the candidate met with five different senior members of the company, they are obviously invested in getting to know (and potentially hiring) her!

Talk of money or start dates: if the employer brings up either of these topics, the candidate has a good chance of being hired.

Saying "Thank You"

The way your candidate says "thank you" may make or break her chances of getting the job. Follow these tips to give her a leg up on the competition:

If the candidate really wants the position: have her show up to the interview with a blank "thank you" card on hand. After the interview, she should fill the card out in her car and immediately turn it in to the receptionist. This little extra effort is a huge marker to show the employer how dedicated she is to the position.

If the candidate interviews before many others: have her send a "thank you" email, highlighting the positive aspects of her interview to remind the employers why she's the best fit.

Tips to remind your candidate about when she writes her email:

- Only use "I" once for every two "you"s – focus on the employer, not yourself
- Don't rely on spellcheck
- Take a break after writing the email and come back to it later with fresh eyes. You'll catch more mistakes this way!

Tip!

Schedule your candidate's interview as late as possible so she is fresh in the employer's mind on decision day.

May I Take Your Order?

This page is geared toward Account Managers and BDMs, but pay attention Recruiters! This is where all of those job orders come from!

Understanding the Order Form

When a client calls in with a new order, ask the three most important questions:

1. What is the Job?

Employers will have **no problem** telling you what the requirements are, but you must think like a job seeker when taking the order – what does the candidate want to see in the job posting? What will persuade her to apply to that job?

- When taking the order, use the first section to list (in detail) the day to day job functions of the position, and what percentage of the day each part of the routine will take.

2. What's in it for the Candidate?


The word to focus on here is **perks**. What are the selling points of the position? Below is a list of possible benefits that may be attractive to potential candidates:

- Casual Days/J Jeans Fridays
- Extended Lunch Breaks
- Health Club Membership/ Wellness Program
- Advancement Opportunities
- Tuition Reimbursement
- Onsite Daycare
- Flex-Time
- Vacation in First Year
- Company Outings/Parties
- Lunch Rooms? Free Pop?

3. Info that will Help Dawson Find Candidates

There are a variety of questions you should ask the employer that will aid the recruiters in finding the perfect candidate for the position, such as:

- What has created the opening? How long has it been open?
- What is the most important thing you are looking for in a candidate?
- Office atmosphere?
- Earliest employer can hire? Start date?
- Who makes final decision?
- Hiring procedures/testing?



*The formula for a successful placement is **TIME + URGENCY**. If either the employer does not have an urgent need to hire, or a candidate does not have the urgent need to work, the placement will not be successful.*

Finding Candidates – Intro to Sourcing

Sometimes to make a successful placement, you need to seek your candidates out, instead of vice versa. Sourcing is a complicated business, but here is the tip of the iceberg.

Where to Look

- **LinkedIn:** You can search for candidates according to job titles, skills, or interests. If you don't find what you're looking for at first, you can always use candidates' overlapping networks to find individuals of similar backgrounds.
- **Monster and Career Builder:** These sites allow job seekers to post their resumes for employer viewing. Using keywords, you can pull up a list of qualified candidates and contact them at your own disposal.
- **Google it!** If all else fails, the world's most popular search engine will be able to give you results. But beware! Your search keywords will need to be much more specific using this method, as the number of results will be greater by and large.

How to Search

Finding candidates online requires specific Boolean search formulas. The components of Boolean logic are relatively simple – they are combinations of the conjunctions **AND, OR, AND NOT**, etc. encompassed by operators such as **quotes, parentheses, and asterisks**.

Using Quotes: Quotes offer the ability to search for multiple keywords as an exact phrase, not just individual words. For example, “administrative assistant” or “web design.”

AND Searches: AND links words or phrases together to ensure that both are include in the results.

OR Searches: OR ensures that at least one of the keywords will be found in the candidate's resume.

AND NOT Searches: AND NOT is an exclusionary tool used to weed out certain resume elements. For example, to exclude candidates who currently list the company you are sourcing for as their employer.

Asterisk Searches: Search for multiple variations of a word based on its root. If you want to search for *financial, finance, and financing*, your search term will be *financ**.

Parentheses: Anything enclosed in parentheses is evaluated first and adds clarification on which operation should be performed first. It groups keywords together to create a sub-search within a complex string.

The Best Candidates Come From Referrals!

If you've successfully placed a candidate and you know she'll give you a positive review, send that candidate business cards to give to all of her job seeking friends.

Or, if your candidate was recently laid off, give her your business cards at the end of the interview to give to her former coworkers who might have been laid off as well.

Job Boards: Writing and Posting Ads

Recruiters are not required to write their own ads, however if you feel like you have a knack for putting words together, keep these instructions in mind.

Every Ad Should Contain Three Things:

1. **Something specific about the company:** this can be the industry, it's growth rate, what it's known for, etc.
2. **A location:** using intersections if possible.
3. **A sense of urgency:** give candidates the idea that the position will be filled tomorrow, and they'll waste no time applying.

Choose **either** the specific detail **or** the location to put emphasis on. If you are *too* specific about the type of company and where it is, candidates and competitors will know which company you are referring too and our anonymity promise to our client will be breached.

Don't forget the perks!

Make the job you're advertising look as appealing as possible by including details about the company such as benefits packages, office culture, and casual Fridays.

Do Not Use the Words *Work* or *Must*

- Although of course we all **work** at our jobs, the word itself connotes physical or mental labor (i.e. "it was a lot of work"), and that impression will not inspire candidates to apply.
- The word **must** implies a requirement, and although the job you are posting for will of course have requirements, you won't use every candidate who applies for that position only. Don't lose an opportunity to gain candidates with more entry-level skills who could be useful in the future because this ad requires five years of experience.

Formatting – Potentially More Important than the Words in the Ad

Imagine you're a job seeker. You've been applying to jobs all day, and your eyes are beginning to cross. You click on a job description that is formatted as one huge paragraph with no line breaks. You don't have the time or energy to read through a huge block of text, especially if you don't know whether you're going to apply.

Remember to stay on brand!

Dawson has carefully constructed a template and tone for all of our job postings. It's critical that you format your posting according to the specifications of existing Dawson advertisements.

On the next ad, you see a bulleted list three pages long. There's no way you meet all of those qualifications. Finally, you click on an ad that has a small paragraph at the top, with a simple list of job duties and requirements. Ah, *finally*. You are much more inclined to apply to this position because it doesn't take more than a few moments to read.

White space: if there's not enough of it, the reader will strain to read through the mass of text – if there's too much, the ad will look bare and take up much more space than necessary.