



Harry Franzheim—an HR/OD Practitioner for over 30 years—has published this newsletter to bring you careful insight into reducing costs and unlocking employee potential.

AT ISSUE

*Today's job seekers are mobile; they use their smartphones, not computers. They use social media to judge companies. They want quick answers, not the runaround. Is your company prepared for these job seekers? We are.*

## NE: Retooling to Meet Your Recruiting Needs



### HR Fact:

"Staffing firms across several sectors report continued tightening of the labor supply of qualified candidates," said Richard Wahlquist, president and chief executive officer of the American Staffing Association. "At the same time, there has been an increase in temporary-to-hire conversions and demand for recruiting permanent candidates. This is a positive for job seekers looking for a bridge to permanent work."

Wow, it didn't take long for the sands to shift so suddenly!! Recruiting in this job market and with today's technology is so different than even a year ago. We have had to tool and retool many of our key processes to be able to attract the right candidates and the right amount of talented candidates for our clients. It is like we are trying to thread the eye of a needle without glasses! There are many changes taking place in this job market, but the following four examples underscore the radical changes taking place.

#### Tightening Labor Market

Unemployment in our local market is 3.3%. If you are not working, you are not trying! We have positions going unfilled because of the low supply. Demand is high, supply is low, and that means that prices must go up. Wages need to rise to be able to attract and retain the type of employee our clients have come to expect from us. We

are not referring to an arbitrary increase in the minimum wage but rather an increase that allows the natural market to separate into those willing to *earn* a higher hourly rate and those satisfied with working the minimum wage, no matter where the rate

is set. With fewer qualified candidates it is tempting to lower the quality bar to get more candidates to our clients, but that is a very slippery slope. In fact with a tight supply, having high quality standards is now more important than ever. Our clients seem

### Job Market Changes You Need to Know

With demand high and supply low, costs for quality labor will be going up, up, up!



People looking for jobs are going mobile using their smartphones searching for jobs. Traditional websites are old technology.



Social media can have a profound effect on people looking for work; one or two negative reviews can impact where people go to get hired.



Don't make it difficult when it comes to hiring good people. In this market, multiple interviews can hurt more than help you.



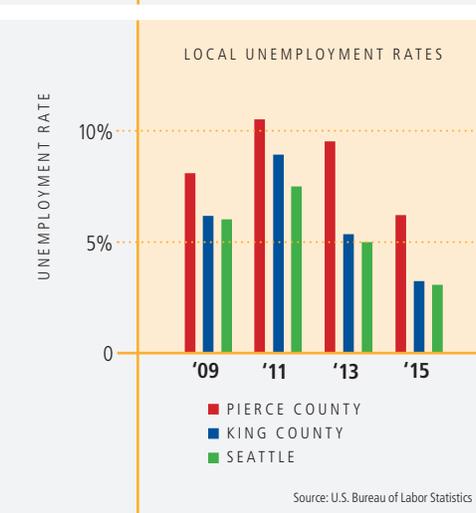
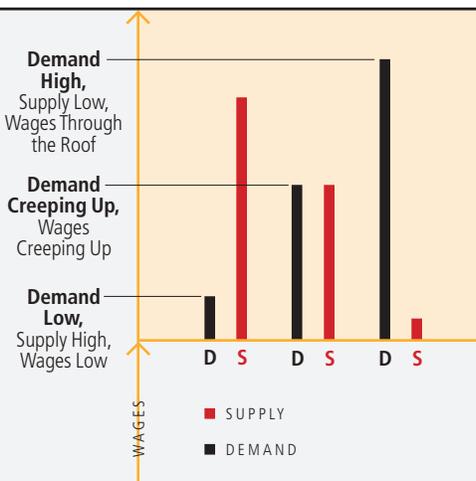
to understand and appreciate that it may take a little longer to find the right employee. Unlike many other agencies that focus on "filling and billing," we focus on making great placements.

**Blazing Technology**

It is crazy but most entry-level or recently added workers do not own computers or laptops. And most applicants will not suck up gas and their precious time driving around filling out stupid employment applications. Instead, they are using their phones to search for jobs, complete paperwork, and set appointments. They are totally mobile. They are on the bus applying for jobs. They are in Starbucks applying for jobs. They are walking around in Target applying for jobs. So what? Here's why this is significant: I tried applying for a job at my company with just my phone. Our website was not "mobile enabled" at the time and I got so frustrated trying to type into the tiny little boxes. I gave up. I had everyone in our office try it; they too gave up. So how many otherwise qualified applicants are simply giving up? Given the tight labor market, can anyone afford to be missing out on applicants? So we retooled our website and made changes to our application process. We saw an increase of applicant flow by 40% the following week. I challenge you to complete your own company's application process using your phone.

**Social Stigma**

Reviews left on Google, Facebook, Yelp, or Glassdoor are heavy influencers in the mind of the new consumer. One study found that a single positive review can increase revenue by 4%. Unfortunately, the consumers with a bad experience usually outpace the consumers with a positive experience when it comes to writing a review or making complaints. With the ease of today's social media tools, complaints can come fast and furious. Keep in mind that we turn away more candidates than we hire, so we are always dissatisfy-



ing someone during our day. In fact, we went out to the Web and found that we had four reviews. One was positive and three were negative, really negative. While I responded with an appropriate apology and an interest to do better, we realized that social media can have a profound impact on our business. We needed a way to get ahead of the curve. So we invested in a reputation management system, which makes it easy for candidates and employees to give us feedback. Positive feedback is directed to our website and the employee is further directed to write a review on a social media site (Google or Facebook). Negative reviews come directly to me so that I can

attempt to resolve with our employee or candidate before he/she runs out to social media to trash our reputation. It is working. We now have 15 online reviews and most now are positive and we have turned our online reputation around. We also have generated 28 very positive comments from our employees about their experience with New Era HR and they are proudly posted on our Web page testimonials.

**The New Norm**

We have advised our clients to speed up their selection process and even recommend that they deviate from their old practice of interviewing several candidates before selecting the best one. We suggest that if you really like the candidate, then move fast to make the offer. And, once the offer is made, spread out the on-boarding process to keep the candidate close by until the start date. It is a sellers' market and good candidates likely will have many great choices for employment. Delaying an offer can feel like indifference to a candidate. In today's tight market if you don't love me, I will find someone that will. We have also learned that higher wages will get an employee to leave their current employer and also that a great life/work balance is the key to keeping great employees. This means that you have to work both angles (solid pay and a balanced work/life) to retain the employees that you want.

**Threading the Eye of a Needle**

We are "experts" at employment, but it is not easy being this good, given the battles of high employment rates, ever-increasing technological advances, social media and the speed with which information gets around, and the need to abandon outmoded employment practices. Buyers have to adjust to the sellers in this market. The competition for talent has really heated up, and staying on top of this is like threading the eye of a needle, without the use of my glasses! **ne**



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New Era HR Solutions is a locally owned, privately held staffing and HR consulting company with the mission of creating sustainable employment opportunities for our employees by improving the business performance of our clients.

New Era HR can help you find, harness, and sustain the talent you need to grow your business. We offer training and development services and on-site coaching for leaders at all levels of the organization.

For more information about New Era, go to our Web page [www.NewEraHRsolutions.com](http://www.NewEraHRsolutions.com) and click on our blog to learn even more.

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