

## Experts tackle latest topics of interest to employers, employees

### Q) What is the latest trend in hiring?

**Nick Tubach, president and CEO of Quantum Solutions for Business**

A) The name of the game is talent acquisition solutions, focused on proactively aligning talent with the company's vision.

Most companies consider hiring a necessary evil rather than a proactive opportunity.

However, by building a private talent warehouse, they can dramatically reduce the time required to complete the front end of the entire hiring cycle, including sourcing, screening and in-depth interviewing.

How significant is this trend? Says an industry expert, "If companies ... many of whom spend millions annually on permanent placement fees ... divvied up even half of that differently they'd see a hiring transformation. By redeploying half that money into a true top-down retention program and the other half into better institutionalizing how talent is acquired, companies would get a systematic, repeatable and scalable recruiting process."

That includes effective candidate relationship management techniques to help ensure the total candidate experience is positive.

Retention is as important as the hiring. It begins with recruiting, not after, and is based on three core factors: Make them feel appreciated, offer them opportunities for professional growth and show them they belong to a team that's greater than each individual.

Typical company problem? Their recruiter faces too many requisitions, cannot do their own full-cycle recruiting, ends up utilizing myriad agencies and becomes a high-priced administrator of agencies instead of a proactive recruiter.

The solution? Recruiters should own the requisition and the relationship with the hiring managers, and stop worrying about full life cycle.



**Tubach**

Instead, turn to a "bolton" sourcing solution that sources and screens thousands of candidates, skillfully sifting to a select few.

Over and above getting higher quality candidates, this solution allows companies to immediately begin saving 20 percent to 30 percent on agency fees by paying a fixed monthly fee. Plus, companies shorten hiring cycle time and gain a competitive edge.

### Q) How should a company communicate sensitive news to employees?

**Ginger Bertrand, president, and Beth Miller, ABC, marketing and communications vice president of the Houston Chapter of the International Association of Business Communicators**

A) **Honesty is the best policy.** Open, honest communication from company leaders allows them to show their understanding of the problem and their leadership capabilities.

The message should explain the issue: Its causes, the action plan, when changes will occur, why changes are necessary and how the situation affects employees.

• **Don't let rumors start.** It's more difficult to overcome a rumor's damaging effects than to prevent one from starting.

Communicate quickly to halt the spread of misinformation. While a swift response may not soften the news, employees respond more positively when they know what to expect.

• **It's not what is said, but how it is said.** Avoid "corporate speak," which comes across as cold.

The company spokesperson should speak sincerely and from the heart to reinforce the connection between leadership and employees.

• **Choose the communication vehicle wisely.** Extremely bad news should be delivered by the company's leader in a face-to-face forum that is followed up with Web site FAQs, e-mail messages and/or Intranet postings.

Employee publications or the company Intranet may suffice for less-sensitive news. Repeat the message and provide additional information through various communication vehicles.

• **Maintain a climate of trust.** Trust and engagement during good times equals productivity during trying times.

Employees know when their bosses are trying to "spin" an issue that affects them. This results in mistrust and declining productivity. The inside message must jibe with the message in the media or through the company grapevine.