chapter 20

Managing Human Resources

PART 5
Managing Growth in the Small Business
Recruiting Personnel

• The Need for Quality Employees
  - Employee performance directly or indirectly affects the capability of the firm to service customer needs.
  - Employee performance affects profitability.
  - Payroll costs affect firm’s bottom line.
  - Quality of employees determines the long-term competitive potential of the firm.

YOU ARE YOUR PEOPLE
Sources of Employees

<table>
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<tr>
<th>Help-Wanted Advertising</th>
<th>Walk-ins</th>
<th>Schools</th>
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<tbody>
<tr>
<td>Public Employment Offices</td>
<td>Private Employment Agencies</td>
<td>Executive Search Firms</td>
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<tr>
<td>Employee Referrals</td>
<td>Internet Recruiting</td>
<td>Temporary Help Agencies</td>
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What are pros and cons for each? Which have you tried? Which were most effective?

Video on [Maslow's in Action](#) (5 min)
Job Description (Duties)

- A written *summary of the essential duties*
  - Aids in personnel recruitment.
  - Helps focus employees on their work.
  - Provides direction in training.
  - Serves as the basis for performance review.

Job Specification (Qualifications)

- A list of the *knowledge, skills* and *abilities* needed
  - Aids in selecting the most qualified job applicant.
  - Appears in classified ads

- So, how do we move beyond these? …
1. Specialty
• It is important that you identify the specialized knowledge, skills and abilities you have developed. Sources can be professional (occupational), educational (perhaps specialized research), or personal (volunteer work, hobbies, etc).
• Start a “Profile Folder” that contains paragraphs about what specific skills you possess.

2. Identify Potential Employers
• Once you have identified your specialization, and drafted numerous blurbs about your accomplishments, you will need to identify potential employers. You need to research which employers can benefit most by finding someone with your unique skill set. This means that you need to understand the type of contribution that is needed.

3. Cover Letter and Qualifications Brief
• This step involves targeting one company at a time, and developing a specifically-crafted cover letter and qualifications brief. Using information from Steps 1 and 2 above, you will be able to select the appropriate blurbs, and modify them to meet the needs of a particular company. The blurbs should be chosen based on your research – they should match with the dynamics and anticipated needs of that company. In this way, your contact with them is attempting to provide them with a specific solution to their particular needs.

• **Cover letter with 3 paragraphs:**
  • **Paragraph One - Contributions you can make:** Paragraph one should start by introducing yourself and highlighting a very brief summary of the key blurbs that you feel are most relevant to that company and job. Focus should be on the types of contributions that you can make, if you were given the chance. Be sure to highlight the experience and skills you bring that are relevant to that specific company, and explain why briefly.
  • **Paragraph Two - Why you want to work for them, and only them:** Paragraph two should discuss briefly your rationale for wanting to work for this particular company. In other words, here you want to let them know why you want to work for them (and not their competitors). Your research will provide these points of differentiation. In combination with the first paragraph, this paragraph will provide evidence regarding the extent of research that you completed, and how well you understand how this company is unique and different than the others (and why this is preferable to you).
  • **Paragraph Three - Next steps to take:** Paragraph three should move toward action. If this is an unsolicited approach (not in response to a stated company classified), then it will be helpful to end with a gentle offer for a follow-up meeting. It is appropriate to give your contact information. About three days after they receive the letter (cover letter and qualifications brief) you should follow-up with a phone call.

SOURCE: http://instruction2.mtsac.edu/rjagodka/BUSM66_Course/Qualifications_Brief.htm
Company Talent Pool

• **Qualifications Analysis Form**
  For new hires, it is used during the interview process. This form can move us well beyond the traditional resume. This form should be given to applicants during the later stage of the 1st interview process, with 30 minutes for completion:
  - **Identify their insights** (or not) regarding what the company must do to be competitive,
  - Do they **know how their job function contributes toward competitiveness.**
  - **Identify key skills they possess** for the job,
  - **Identify key skills that are NOT related to the job**, but that can contribute to the company.

**On the web:**
Go to my home page,
Click on “Entrepreneurship Resources”,
Click on “Talent Pool” (under “Tools & Databases”)
Company Talent Pool

- **Opportunity Review Form**
  Annually for all employees, this process can be tied to planning functions. This form can help us to probe our employees regarding company competitiveness, the relevant skills they possess that are not being utilized, and their opinion regarding needed change. Company planning efforts can focus on how the company competes, and align employee commitment toward achievement in those areas:
  - **Identify their insights** (or not) regarding what the company must do to be competitive,
  - **Identify their most important skills that are not being utilized** by the company (but that could, perhaps, make a significant contribution). This helps us to uncover “hidden skills”.
  - **Identify things that need to change**, either because the rationale for doing them has become obsolete, or customers’ needs require the change.

Direct Link: http://instruction2.mtsac.edu/rjagodka/BUSM66_Course/Talent_Pool.htm
Personality Types

1. Please answer the 46 items
2. Calculate your “four letters”
3. Groups – “What did you think of the personality assessment?”
   A. No cell phones or electronics
4. Groups – one paper per group – List all names
   A. Your group is managing a group of 16 workers – each represents a different personality type.
   B. Develop activities for your meeting to ensure “perfect Participation by everyone” (Use verbal, written, & activities)

Short film on “mirroring to build rapport” (2 min)
But, be careful with mirroring . . . FILM

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<th>Examples to consider:</th>
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<td><strong>Activities (action)</strong></td>
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<tr>
<td>Brainstorm</td>
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<tr>
<td>Non-Verbal</td>
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<tr>
<td>Consensus</td>
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