

NOVEMBER 2008



JOB FINDERS
EMPLOYMENT SERVICES

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*"Recruiting professionals and staffing
temporaries to fill your needs"*

OUTSOURCING: DOING THE "RIGHT THING"

Outplacement is a service designed to assist companies through a difficult processes, from mass layoffs and downsizings based on the company's long-term strategic needs to performance-based terminations of individual employees. Typically an outplacement firm will provide guidance and resources for the displaced employees as they seek new employment.

Companies provide outplacement services for a number of reasons. First, in a mass layoff situation companies must maintain the morale of remaining employees. The **"survivor syndrome"** can be a very negative force inside an organization. While providing outplacement services at a local manufacturer in the early 1990's JobFinders confirmed that many surviving employees felt guilty about keeping their jobs, underproductive, overworked and wondering when the "shoe would drop" on them.

Secondly, during a massive downsizing companies want to preserve their reputation and be known as doing the "right thing" for their employees. Outplacement services can lessen the impact by showing the company cares and often, shortening the time ex-employees are out of work.

Finally, companies often use outplacement as a critical component of the company's change management strategy. Correct use of outplacement helps a company plan for long-term growth and change. It encourages consistency and confidence in decision-making and minimizes precipitous action. In many companies, outplacement is seen as a standard corporate benefit similar to dental or health coverage. **JobFinders** provides outplacement services in small privately held companies to large ones with a need to close a plant. Our services range from training employees to write resumes and cover letters to pro-

viding group career counseling. **JobFinders** offers an 8-week plan for management level personnel, which includes an individual marketing plan, designed to get your employees back on their feet and working again. **For more information call 573-446-4250 or email annew@jobfindersusa.com**

PROFESSIONAL HELP FOR FINDING "HELP WANTED"

It's true that a few businesses are able to post a job opening by slapping a "Help Wanted" poster in the window and the right person appears for the job you advertised. However, most employers must use far more sophisticated methods to attract a good pool of applicants, turning to newspapers, electronic media and staffing services. Here are some tips to make your effort successful. First, remember that the posting must sell your company as a desirable place to work, so stress your successes and strengths. Next, the posting must be more than just recopying the job description duties. And knowing where and how long to place your posting are key elements in its being successful.

Enlisting professional help from a staffing service to write your job posting, source, recruit and assist you in your hiring can be a wise step, especially if you receive a bundle of 1/2 qualified people when you advertise positions on boards. It costs an average of over \$25/hour to go through all the stacks of resumes...and that's before screening or interviewing. **JobFinders** and **JF and Associates** will work with you to develop ads, locate good candidates that meet your needs and walk you through hiring the right person for the right job. With 23 years experience, six staff members and over 200 resources to locate the right person you will know you are working with pro's. Call today for your temporary staffing, contract hiring and professional direct recruiting today, **573-446-4250**.

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COMPENSATION: THE PLAN

Many businesses are struggling this year and are adjusting their compensation plans, accordingly. Larger companies often have human resource departments with many sources to assist them when developing plans and often have specialists that do just that. According to a business publication called “Tips from the Top” there are some effective tools to consider that every size business can use when developing plans.

Bonuses – Have an objective system/measurement for deciding what part of your company’s after tax profit to put in a bonus pool and what portion of the pool will be paid out to each staff member. Prior to payout, ask staff members if they would like the money put directly in their 401K which will avoid taxes. Also, consider paying out bonuses on a quarterly or semi-annual basis, as a way to give staff members regular feedback on their work. It also encourages retention and gives employees a sense of how the company is running.

Pay Increases – Remember, every time you evaluate staff you do not have to give a pay increase. When you do provide a salary increase think about giving the employee more responsibility or more work as a condition of the increase (after all, we want them to grow).

Reflect on the Past – Managers and owners are engulfed with the day-to-day happenings of their companies, often forgetting to think about what they have accomplished. An interesting exercise for you to do: compile your company’s/departments financials for the last five years and compare your revenue, earnings, debt, etc. You will likely be pleasantly surprised by the results, and it can be motivating to see just how far your company has come.

When looking at your organizational chart, you might consider a three level pay grid or pay scale: starting, job rate and merit level. The job rate level would be the pay for the person who is fully qualified for a position whose job performance meets all expectation for the position. Job rate would be the base for the other two levels. It has been shown that someone hired at the start rate could reach the job rate level within 18-24 months of hire. Merit raises allow staff members who remain in the same job to receive pay increases and allow the company to retain them.

Several metrics are available to determine the scale. Often the range from the starting salary to the maximum (with merit increases) is 90-120%. To learn more about compensation plans contact your local SHRM organization. Many of its members are specialist in compensation and/or will guide you in your efforts to determine which metric is suited for your company.

And lastly remember, “When the tide goes out, you quickly find out which employees have been swimming naked.” When times are good, such as in a bull market, it is easy to look good, when times are bad, such as in a bear market (now) the ugly get exposed. Think about these things when designing your compensations plans and reward those employees who deserve it.

CHANGE IS A COMIN’

Change is happening quickly these days. The government will have a new president in 2009, the economy is not as strong as it was a year ago and gas prices have gone down! Are you just keeping up with the changes in your company or are you fostering change? If you think you are playing it safe by taking on only as much change as you are comfortable with, remember what Will Rogers once said: “ Even if you’re on the right track, you’ll get run over if you just sit there.

William A. Jenkins and Richard W. Oliver published a book on change in 1998 which included seven sound principles of successful change. These principles seem sound and may be effective in today’s changing world.

- 1. Accept your worth and acknowledge others’ worth** – This is the foundation of successful change.
- 2. Generate trust** – Being trusted and trusting others allows you and others to be positive and productive.
- 3. Learn by empathy** – Learning about yourself, others, work and life gives you a greater capacity for change.
- 4. Embrace change** – Change is inevitable. You only have two choices, resist it or accept it.
- 5. Unleash the synergy** – Team synergy results when two or more people value and trust one another. When these people produce ideas they ultimately make improvements that are greater than if they had been working alone
- 6. Discover champions, depend on masters and find a sage** – Effective change is steered by more than a leader. The environment of change will eliminate autocratic supervision. Identify champions, masters and sages to foster change.
- 7. Liberate decision-making** – Share decision-making with those around you. Collective ownership in decisions promotes change.