

On-Site Financial Presents:

A CFO's Guide To Recruiting And Retaining The Right Talent

1. Recruit Continuously
2. Offer Competitive Compensation
3. Sell The Job In The Description
4. Know Exactly What The Job Entails
5. Don't Do All The Talking... Listen
6. Use Behavioral Interviewing
7. Identify "Mission Critical" Positions
8. Develop People To Their Full Potential
9. On-Site Financial, Inc.

1.

Recruit Continuously

Fast-growing companies are always looking for great people to add to their team. Interviewers have a sense for what skills are needed and what type of person – skill-wise and personality-wise – will be a good fit at your company. Always be on the lookout for potential new employees, as you never know when you might need someone.

THE TACTIC: Seek out certain people to make them candidates.

Hiring companies often rely solely on advertisements and word-of mouth to attract qualified candidates to job openings. The perfect candidate may be working for your competitor, your client, or you. Contact these people and convince them to consider your new position.

2.

Offer Competitive Compensation

When you find an outstanding candidate, you are instantly competing for them because chances are someone else is finding them to be outstanding as well. Money, perceived job status and benefits not only states your keen interest, but also represents recognition and fairness. Successful people are looking for their experience and accomplishments to be recognized, and their compensation to reflect their impact. If necessary, do a competitive compensation survey.

THE TACTIC: Make it worth it.

If the position is perceived by the candidate as a 'good fit,' they are then interested in these 3 factors to determine whether the job is worth it:

Salary:

Perhaps the most obvious of the compensation package, and often the most heavily weighted. For obvious reasons, it's the main factor in many job hunts. To get specifics on salary for a specific position, competitive surveys are available from agencies. If they don't reflect local salary data, contact local recruiters for feedback.

Job Status:

Most people don't take a new job in order to move down on the totem pole. Good candidates in particular are looking for jobs that have a perceived higher status than their current position, make these enticing. Be sure to include concise and level-related job titles (Senior, Director, Lead, Junior, Staff, Assistant, etc.) in the postings, interviews, and the offer.

Benefits / Perks:

In contrast to salary, sometimes benefits and "job perks" are less costly than writing a check. Items such as stock options, vacation time, insurance, and even use of company entertainment tickets are valuable to potential employees.

3.

Sell The Job In The Description

A compelling and attractive job description is one that clearly states the expectations and what the candidate needs to accomplish in order to be successful. This includes demonstrating how the job offers growth and opportunity – ambitious people are looking for those things. In addition to this, don't focus on boring generalities in the job description. Keep things specific with task lists, sample projects, and reporting. Interested and qualified candidates will immediately begin to envision themselves doing these projects.

THE TACTIC: Write an enticing job description.

Things to do:

- Include a high energy "hook"
- Describe the work environment and culture
- Be descriptive in the job title, it is the first thing a candidate sees
- Use concise language, avoid flowery and run-on sentences
- Use words with a single meaning
- Include job growth potential
- Use minimalized sentence structure

FOR EXAMPLE:

Before: This position is responsible for managing all audit activities for the entire company.

After: Responsible for managing all audit activities.

4.

Know Exactly What The Job Entails

It's important to know exactly what specific tasks are required of the position. If the interviewer is not familiar with the details, the candidate may perceive the wrong idea about the position, or see the lack of information as unorganized. If there are others that know more about the details, invite them into the interviewing process, as they often give great feedback and appreciate being included. In addition to this, accurate position descriptions increase the likelihood of a candidate remaining in the position, and there is less chance for a premature departure.

THE TACTIC: Be informed. Be prepared.

Follow these simple guidelines to ensure candidates get an accurate representation of the position, and you get an accurate view of their skills and thought processes.

- Invite team members to participate in the selection process.
- Ask team members, and those whom have held the position in the past, for position role information.
- Invite HR staff to be involved in the interview process.
- Don't answer questions if you aren't certain about the answer.
- Defer to the experts on benefit, salary, and technical questions.
- Plan the interview. Look carefully over the job description and know what questions you are going to ask. This also allows you to listen carefully to the candidates responses without thinking about what you're going to say next.
- Have a deadline set so that the candidate knows what the process is and when they can expect to hear back.

5.

Don't Do All The Talking... Listen

Enough said, right? Let the candidate tell you about themselves or their work experience first - you'll be surprised how much you can pick up. Tone of voice, verbal cues, and word choice all give valuable insight into what a candidate is looking for.

THE TACTIC: Listen out loud.

A good listener provides feedback to the speaker that, in essence, proves that they are listening. In doing this, the interviewer can carefully observe the candidates verbal and nonverbal communication.

When the candidate begins speaking about a topic that seems particularly troubling or exciting, use encouraging clarifying statements to get them to expand on the topic.

FOR EXAMPLE:

"You said that you really enjoyed the management style of your last boss, what in particular did you like about her?"

"You mentioned that you had a difficult time with Project X, what made that project difficult to complete?"

Pay attention to the length of time and tone of voice that a candidate or employee uses to express their ideas. These are clues about their attitude and emotion about a specific situation.

Don't think about the next question you're going to ask while the candidate is answering your previous question. Make sure that you enter the interview prepared, so that you can focus and thoughtfully listen to the candidate's responses.

6.

Use Behavioral Interviewing

This interview technique is less about probing, on-the-spot questions and more about situational experiences. It allows the candidate to explain their response to various situations – either in their own work history, or situations you propose – and explain their train of thought. This is particularly useful to get an idea of a person's attitude and communications skills.

Examples of behavioral questions are: "Describe a situation when you had to get information from someone who was difficult to work with. How did you accomplish your goal?" or "Describe a situation in which your project has failed. What was the situation and how would you handle it differently the second time around?"

THE TACTIC: Dig deeper.

Here are some additional sample questions for behavioral interviews. Use these questions below to find out more about a candidate's approach and attitude to work, motivation and professionalism, interaction with coworkers, and problem solving techniques.

- Give an example of a time when you demonstrated good leadership skills. What was your approach? How was the result successful?
- Tell me about a situation in which you felt as though an employee or coworker wasn't pulling their weight. How did you handle this situation?
- Describe a situation in which you had to persuade a manager or coworker to see things your way.
- Give an example of a time when you set a goal and how you achieved it.
- Tell me about a situation in which a project took longer than expected to complete. What was the result?

7.

Identify "Mission Critical" Positions

Though every role in your company contributes to its overall success, there are some positions that are "key roles." Often these are high-level positions or those that require additional flexibility, management skills, or travel compared to other roles. Take extra care in the hiring process for these by interviewing multiple candidates. Should you decide that you'd like to outsource the screening process, choose a firm that focuses on the specific niche that applies to your open position. Often their fills come with a replacement guarantee.

THE TACTIC: Take Extra Care

Often these roles come with additional and/or high profile responsibilities. The following tips will help you find the right candidate for these positions:

- Interview multiple candidates.
- Allow extra time to find the right fit. This way you'll be less inclined to hire someone who is not exactly right because of time constraints.
- Allow for a more detailed process.
- Increase the number of interviews per candidate.
- Ask the references behavioral interview questions regarding the candidate.
- Choose a recruiting firm that focuses on a specific niche.

8.

Develop People To Their Full Potential

This goes for all employees, new and old. Many companies leave some part of human potential untapped due to a lack of professional and personal development. Encouraging employees with new challenges and new projects instills confidence, job security, and clearly demonstrates that the employer sees them as a valuable investment. Good people stay where they feel valued and encouraged.

THE TACTIC: Encourage and empower your employees

Here are a few ways to encourage, challenge, and develop your employees to their full potential.

- Pay for and encourage additional role-related training courses.
- Develop staff recognition programs AND keep them going and gaining momentum. Be consistent. In order for them to be seen as truly valuable and honorable there has to be a routine and sense of history.
- Ask the employee what he or she likes to do – use this information to uncover strengths and weaknesses.
- Allow your employees to see themselves as successful.

- If it's a good fit, allow the employee try-out another role or position they are interested in.
- Create a culture that values work-life balance. Well-rounded and rested employees will produce a higher quality of work.
- Continue to challenge employees. Good employees stay on the job when they feel as though they are challenged and fully utilized.

9.

On-Site Financial, Inc.

On-Site Financial, Inc. Provides Accounting Job Search, Finance Job Search & Executive Search Expertise For Portland OR, Seattle WA, & Vancouver WA:

For Accounting & Finance Job Candidates - Building great accounting departments starts with great professionals. With more job opportunities, resources, market tips, and connections, we will help you manage your career and find the right opportunity.

- [Find Out More About On-Site Accounting & Finance Job Recruiters Here](#)
- [Find More On-Site Financial Accounting & Finance Career Advice Articles Here](#)
- [Find The On-Site Financial Accounting & Finance Jobs Database Here](#)
- [e-mail Your Financial And/Or Accounting Career Resume Here](#)

Contact Hank Heath at 503-224-0797 x105 - hheath@onsitefinancial.com

For Employers - We have more powerful, quality solutions to help you build the accounting or finance department that you want. We know it's more than filling the position, we'll help you find the right person for your company's unique needs.

- [Find Out More About On-Site Accounting & Finance Job Recruiters Here](#)
- [Find More On-Site Financial Accounting & Finance Career Advice Articles Here](#)

Contact Hank Heath at 503-224-0797 x105 - hheath@onsitefinancial.com