

## Hiring Strategies for Small Businesses

**“You can have the best strategy and the best building in the world, but if you don’t have the hearts and minds of the people who work with you, none of it comes to life.”** Renee West, *Luxor and Excalibur Hotel*

A company’s culture includes all its policies, guidelines, systems and processes as well as shared beliefs, attitudes, common practices, experiences and actions that demonstrate its values. The most important part of company culture is what the business owners, managers, and employees understand appropriate behavior should be in specific contexts.

You can clearly define your organization’s culture by observing your employees interactions with each other, management and your clients. Culture is the primary factor in a company’s long-term success. It is one of the main assets of a company that remains stable and consistent in the face of constant change. Recruiting employees based on an organization’s culture is known as hiring for a cultural fit.

### Recruiting Based on Cultural Fit

Cultural fit means an employee’s values, beliefs and behaviors are in alignment with the employer’s values, company culture, and long-term goals. A survey of top employers found that eighty percent of managers named cultural fit as one of their top priorities when they hire new staff.

The process starts with recruitment. Emphasizing a good cultural fit must be the goal from the beginning to the end of the hiring process for both the employer and the prospective employee. It is very important that candidates share this goal with the recruiter to achieve the maximum benefit for both.

Actively managing and developing cultural fit throughout the hiring process can significantly improve employee performance, profitability, company growth and ultimately employee retention.

All employees in your company need to understand what is expected of them and how their success will be measured from the first day of their employment. A properly written job description fulfills this requirement like no other employment tool. It guides the hiring, ongoing evaluation and the career path of each employee no matter what position they occupy.

### Job Description Components

The **“Purpose Statement”** is normally two to four sentences that describe why the job is important to the success of the company overall.

An **“Environment and Culture”** section describes the physical attributes of the job location (office,

outside job site or phone center) and the personality (culture) of the job and the people that work there.

The “**Job Function**” portion is usually the most detailed. It describes what duties need to be performed and when. It should be as clear as possible about the tasks that the employee must perform each day. Will the position include interactions with customers, the public or internal personnel? What are the priorities of the activities to be performed?

An “**Education and Skills Requirement**” area must detail what education, technical skills, and prior experience are required for the job and why those requirements are important.

“**Responsible Parties**” section provides details on who the employee reports to in the organization and when. It should provide the employee with an organization chart when necessary and how the employee’s activities impact the company overall.

Your “**Performance Measurement**” portion must be as specific as possible. Define what is most important for the employee and the organization. Describe the type of activities and requirements that will enhance the future success of the business. Provide details on when evaluations will take place, who will give them and what advance preparation is required if any.

The “**Compensation and Benefits**” area can include either a specific compensation amount or a range if the position is based on reaching certain performance levels. If your company uses salary grades, be clear about what needs to be done to reach each level. Are any employee benefits offered such as bonuses, retirement packages, vacation time, cars or special recognition? What needs to be done to receive the benefits and when will they be available?

Recruiting based on cultural fit makes hiring the right candidates for your company much easier. The people you hire today will drive the future of your organization tomorrow. Using cultural fit as a recruiting tool, allows you to showcase your culture as a benefit to prospective employees so their expectations are in alignment with your business goals from the very beginning. This is a win-win for both the employer and the new employee.

## **How We Can Help You**

[Pacific Crest Group \(PCG\)](#) provides professional services that keep your business focused on your critical objectives. We provide strategic Accounting and Human Resource (HR) services created specifically to help you meet your goals. Through exemplary customer service, clearly defined policies and procedures as well as a forward-looking perspective, we provide the outsourced solutions your business needs to grow. A PCG professional is happy to meet with you to discuss solutions for your unique requirements designed to maximize all of your business opportunities.