

# SMALL BUSINESS SUCCESS



June 2008

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## The June Human Resource Edition

This month we are dedicating the entire Small Business Success edition to the area of Human Resources. With such rapid and significant changes occurring in the Canadian labour force, we felt it was important to address some of the issues that may affect small business owners in the months and years to come. Your people are your most valuable resource, and as you'll read in the following articles, they are soon to become an even scarcer resource. So, this edition is a little longer, but we think it will provide you with both a broad overview of the employment issues you'll be facing in the days ahead, as well as some practical strategies to deal with what's to come. We want you to have every opportunity to succeed as a small business owner in these turbulent times, and hope you'll find some interesting and informative insights to help you do just that.

One more note - if you are running a business of under ten employees, you may feel as you read these articles that it's all just a little too big for you. You're wondering how to handle it when just one of your employees gets sick never mind trying to figure out how to create all these new programs. Don't be discouraged - we realize you're not a mega-corporation with lots of resources to throw in this direction. But we do hope this edition will get you thinking about what you CAN do. Every business can take some small steps towards becoming an employer of choice. I can guarantee that if you keep these things in mind and do what you can now, as your business grows you will be poised to do some of the bigger things down the road, and you'll reap huge rewards as you become the kind of company everyone wants to work for!

## Our Shrinking Workforce - Part I

### Changing Times

*Several years ago I attended a workshop titled "Our Shrinking Workforce." An interesting title, but what really caught my attention was the subtitle - "The Crisis that Could Cripple Your Business and What You Can Do About It." The workshop presenter, Ken Stratford, Victoria, BC Economic Development Commissioner and strategic futurist, predicted ten years ago that a labour shortage in*

Canada was coming, based on his study of the existing demographics in Canada. At that time, no one could imagine that a labour shortage would ever exist in this country with unemployment rates being what they were. In 2006 however, for the first time in the history of western civilization, more people left the workforce than came into it, and there were more jobs in Canada, than people to fill them. This trend is predicted to continue into the foreseeable future, presenting a crisis of labour in most industries. Bringing this reality home to where you are - how many of you have struggled to fill your staffing positions in the last 2-3 years? How many of you have noticed the striking increase of "help wanted" signs in store windows over the last few years? How many of you talk to other business owners who are telling the same story? The labour crisis is a reality, and it's not going to change any time soon. So what can you do to protect your business from a staffing crisis now and in the coming years?

The world of work has changed dramatically. The culture where you got a job for life and were happy with whatever that job offered, is gone. Instead, people are looking for jobs and companies that give them what they want in terms of work-life balance, flexibility, and salary. The choice for job-seekers has increased dramatically and predictions are that only companies who are willing to adapt to that new reality will survive. First, here are some things you should know.

### Why the Labour Shortage?

- An increase in the number of women taking post-secondary education, which usually means a delay in having children, or the decision not to have children at all (Canada has the lowest birth rate of the G8 countries at 1.4 births per woman)
- Immigration limits on how many people can come into the country, as well as laws on how and when they can work when they enter it
- A huge number of retiring baby boomers in the next 10 years will produce a mass workforce exodus
- The economy is growing faster than our ability to supply workers (in 2006 the economy grew by 3.2%, while the labour force grew by only 2.3% - this trend is expected to continue)

### A New Wave in the World of Work

#### 1. *Corporate Piracy*

This is occurring at an increasing rate in Canada.

Employee pirates are euphemistically called "employee transition specialists" (ETS). In reality, they are the new head hunters and employers are hiring them to "steal" good employees from other companies. An example was cited of a high-profile dentist in Victoria hiring an ETS to find administrative staff and hygienists because he was unable find people to fill those positions in his practice. This ETS makes appointments in dental offices around town to have his teeth cleaned, and while there, scopes out the



outstanding employees, and makes them an offer to come work for the other dentist. This phenomenon is on the rise and we will be seeing more and more of this kind of activity as skilled employees become harder to find. Organizations who do not respond to this reality will become vulnerable to having their best people "pirated" away to other companies.

2. **Increased Cost of Labour**

Big box stores are beginning to pay employees alarmingly high hourly rates because it is the only way they can attract employees. While compensation is not the only consideration in an employee's decision to be with a company, businesses will need to see this as an emerging reality and budget accordingly for future hires.

3. **Bounties and Signing Bonuses**

Many larger corporations are offering rewards to employees who refer or bring in qualified people to fill positions. West Corporation in Victoria for example, used to provide a bonus to any employee who referred someone to the company and ended up getting hired. At one point, they had a monthly draw for a new vehicle for employees who brought in a new hire.

4. **Choosier Employees**

Employees are beginning to realize they have more choice, and can craft their own demands in a job situation. If Company A doesn't provide enough flexibility, they'll move on to Company B. If Company B doesn't quite fit in with their core values, they'll move on to Company C. If Company C doesn't pay them what they feel they're worth, they'll move on to Company D, and so on. It is not uncommon for young people in their 20's and 30's to move through a job or 2 a year until they find the right employer for them. They are also doing this without fear that they will not find another job if they quit the existing one.

The key to surviving the shrinking workforce according to Stratford, is flexibility and a willingness to look at labour differently. "Supply and demand favours the employee. Employers may not like it, but if they are to survive, they must move to the new reality." He suggests that the primary survival tool for businesses is to become a Magnet Company - one that attracts and retains great employees because of their flexibility and desire to meet the needs and demands of the new worker (more about this in Part II).

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## Our Shrinking Workforce - Part II

### Changing Strategies

*Ken Stratford, Economic Development Commissioner for Victoria, BC, suggests that the primary survival tool for businesses in this labour market crisis, is to become a Magnet Company - positioning yourself as THE company everyone wants to work for. You want people to be dropping off resumes when you don't have any positions available just because they're eager to get on your wait list. You want your employees telling other people about how great it is to work for you. The more you can do this, the greater your chances of finding workers when you need them. I recently saw a UTube clip on why Google is the top company in the world to work for. They are a prime example of a magnet company. They receive 3,000 resumes a day from around the world - even in this critical labour time, they are able to hire the best of the best. Work/life balance and having fun are their number one priorities and people are tripping over themselves*

*to try to get a job there. Work/life balance remains the number one factor for employees who are looking for companies they want to work for, and it is the key to becoming a magnet company. Companies who resist this reality and want to stick to the old model of "they should just be happy they have a job", will be big losers in the end, and will be most impacted by the labour force shortage.*

Work-life balance is defined as "the interaction between paid work and other life activities, including family, community, leisure and personal development." People want to know that they can balance work and family in an environment that does not punish them for needing to take a day off when their kids are sick. They want to know that the company values and acknowledges that life is not all about work - that other factors are equally as important, and that balance between the two must exist in order to have a higher quality of life. They want to work for companies who make provisions for "whole-life" experiences rather than putting "work" in one box, and "life" in another. This is especially important to Generation Y (those born after 1980), and if you are employing them right now, you'll probably agree that they are not motivated the way boomers are.

Magnet companies pay attention to this. They provide benefits like on-site daycares. They offer wellness programs (weight loss programs, quit-smoking programs, exercise options). They offer flexible work models to accommodate stage of life. They show empathy when life situations affect work and make allowances for that. They find ways to value their employees on a regular basis. They find ways to reward and motivate people who work for them - even if it costs them something. One company I know gives every employee their birthday off work. They claim it costs them very little to do this - but it means the world to their employees. Another company has a monthly draw for all employees to win a 4-day weekend. Again, the cost is little but payoff is great. Regular employee awards and rewards, valuing every person in the company regardless of their position for what they contribute, and being a "human" employer who understands the needs and demands of the modern worker will put you in a position to be a survivor in this increasingly shrinking workforce.

Here are some other strategies magnet companies use to position themselves as "most wanted" companies.

### ***1. Become Less Vulnerable to Employee Piracy***

In order for you to retain good people, you must know what your competitors are offering and be willing to do what it takes to flex to the needs of employees you have. Remember, it is not always about money. Things that are important to the worker today about the companies they will choose to work for are (in this order of importance):

- Work/life balance
- from their employer with respect to their needs outside of work
- the community (one that others speak well of)
- Sensitivity and good practices on the issue of diversity (employment equity) and the company's attitude and practice in regards to the environment
- Company sustainability - how long will they be around? Are they using practices that are helping them to achieve financial sustainability in the long haul?
- Money/compensation

### ***2. Accepting New Employment Models***

The typical 9-5 worker still exists in the workforce, but





increasingly, companies will need to be willing to look at other work models if they are to attract and retain employees. Models such as job shares, flex workers, working

at home (telecommuters), consultants and freelancers, permanent part-time workers and even commuters who live in other communities but work in the city. Again with demand being in the worker's hands, they can opt for companies who are willing to offer flexible work models over those who do not.

### ***3. Employing Older Workers***

Stratford referred to a phenomenon called the "Silver Tsunami" as a future trend. People are living longer (average lifespan has increased by 20 years since 1962), and are generally choosing to work longer. Companies who do not see the value in providing work to qualified, competent seniors will lose out. They generally have a stronger work ethic and a greater sense of loyalty; have a great deal more life experience and maturity to contribute to corporate culture; and tend to be bigger picture thinkers in terms of their career and company mindset.

### ***4. Accessing the Aboriginal Workforce***

In Canada, Aboriginal peoples are the largest growing group with the highest birth rate (at 2.5 compared to 1.4 for the average non-aboriginal women). They will become a large part of the future Canadian workforce.

### ***5. Ongoing Employment Equity and Diversity Practices***

Immigration laws are going to have to change as the government grapples with our shrinking labour force. Therefore, immigrants will become part of the solution for finding workers for Canadian jobs.

### ***6. Aggressive, Pro-active Recruitment***

The time to recruit people is not when you have a job opening. Maintaining relationships with trade schools and post-secondary institutions, becoming a company that is known in the community for its "magnetic" qualities, and continually networking with quality individuals gives you an edge for when that position opens up.

### ***7. Even More Aggressive Employee Retention***

If you are creating a work environment that provides flexibility, appreciation, high work satisfaction, fun, and a sense of contributing to company growth and success, you will be less vulnerable to losing your employees to piracy, or even to just "a better job" down the road with your competitor. A magnet company works hard at providing regular feedback, meaningful evaluations, a means for employees to achieve personal and career goals, an opportunity to grow and improve their skills, and a sense of accomplishment and contributing to the big picture, and they will retain employee loyalty, and be less vulnerable to other offers - even if there is more money involved.

### ***8. Demonstrating Strong Hiring and Firing Practices***

If you hire the right people in the first place, you will be less likely to lose them. A consistent, strong hiring practice that allows for the selection of individuals who will buy into your corporate culture, core values and business practices is your best key to employee retention. Ensuring a good fit between you and your potential employee means getting to know them on a level deeper than just "what are your strengths and weaknesses, and what's on your resume?" Intelligent questions must be asked that probe deeper, like what they value, what their personal goals are and whether that fits with the position they're applying for, what their personal style is and whether that's a fit for the position and for the people they work with, and how they have handled difficulties in the past. Finally, firing is never easy, but when you must terminate an employee, doing it in a way that is respectful of their dignity, and that shows your integrity as a company, will take you a long way towards being known as

a magnet company. Acknowledging that being fired is always a traumatic situation for the employee, and doing it with kindness and sensitivity is paramount.

The shrinking workforce is a reality, but with these tools in mind, you can minimize the negative impact it has on your business. Become a magnet company. I highly recommend searching UTube for the Google piece - it's worth seeing and will give you a strong picture of what a magnet company looks like. Finally, don't sit back and pretend it's not going to affect you. It will, and your survival depends on your willingness to shift your paradigm.

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## Hiring the Best Employees

### Getting it Right - at the Beginning

*One of the most difficult tasks facing entrepreneurs today is finding the right person for the job. The common lament from small business owners is this: "I use my best interview techniques, check the references, follow my instincts, pour money into training, and after six months they're either walking out the door, or they're failing miserably and I have to let them go." The average cost of employee turnover these days high. If your business is a revolving door for employees, you have to look at that as a cost of business. Hiring the right person at the start is the key to retention. While you'll never get it right 100% of the time, reducing the number of times you get it wrong will save you a lot of money and stress. One of the problems with hiring is that it's human nature to hire people we like and that have similar personalities to our own. We are drawn to people like that, but they may not always be the best people for the job. In order to hire right, it's important to step away from your own preferences and make judgments based on a set of criteria that have more to do with their fit for the job and your business, than whether you like them as people.*

### Personal Compatibility

The first step is to look at how compatible this person is for the job. They may have the most impressive resume, their references claim they have superpowers, and they charm the heck out of you in an interview. None of these things necessarily mean they're going to be a good fit. Personal style is a huge component of compatibility, and there are dozens of tools you can use to get this information. Say for example, you need a position that is heavy on detail, accuracy and analysis. You happen to be a very outgoing, social, spontaneous person, so when you interview Dan, you immediately are drawn to him. He makes you laugh, has tons of energy and charisma, and an impressive resume that's based heavily in customer service. When you ask him about his ability to do detail-oriented work, he convinces you it's no problem. The reality is, his perception of "detail" work may vary vastly from the reality of your job. If you know anything about personal styles, you'll realize that highly social, spontaneous individuals generally do not function well in detail-oriented jobs, and it's likely Dan won't last more than a few months in the new position, and you'll be left scratching your head wondering where things went wrong. There's a reason Dan was successful in customer service - his social skills and charm were a perfect match for that position. Dan isn't a bad employee, he's just been hired for the wrong job, and no matter how much you liked him, you didn't do him or you a service.

Use any one of dozens of tools available on the internet or through a reputable counseling agency or employment company to test the person's style (tools like the Myers Briggs Type Indicator, or the Social Styles Indicator). In fact, you'd be smart to test people already highly successful in the job to determine what the most important characteristics are for success, and then hire people with that same group of characteristics. While there are always exceptions, you'd do well to go with the proven rather than the exception.

## Skills, Knowledge and Ability (SKA's)

Personal compatibility is just one piece of the puzzle. Even if people test that they are a good match for the job, you must still look at their SKA's to ensure they have what you need. Perhaps you're an employer who is willing to take someone who is less skilled but has great potential - you'd prefer it in fact because they are less likely to be stuck in their ways and are more trainable. You may however, really require someone who has lots of experience and skill that will require very little training - it depends on what you need. Don't be content with just accepting what's on their resume. Ask them open-ended questions to prove they can provide the specific skills you require. "Tell me about a time when you . . ." Also, if you need to do testing to determine a level of skill or accuracy - do it. Better to know up front that a person can't pass the grade than to find out 90 days into the hire they're not going to cut it. Exploring SKA's is an important part of the hiring process.



## Corporate Fit

Small business owners rarely think about this as a piece of the hiring puzzle, but it's critical. Does this person share the values you are trying to incorporate in the workplace (honesty, teamwork, leadership)? Do they have a similar work ethic (do they just want to put in their 9-5 or will they go above and beyond if you need them to)? Are they tenacious, do they have self-discipline, can they stick it out when the job gets difficult? Will they fit in with the rest of your team? In the interview, ask them questions about what is important to them, what they value, what they consider a strong work ethic. Ask them what they need in a corporate culture to excel. Ask them about the best place they ever worked and why it was the best, similarly, the worst. Corporate fit can make or break an employee and ignoring this important element may contribute to a wrong hire.

Make sure the person's personal style matches the position you're hiring for, that their SKA's prove they can do the job, and that they will fit with the company's values and ethics. Chances are, if you've paid attention to all three of these categories you'll improve your hiring success ratio and reduce the cost of employee churn. You'll end up with a stronger team, which leads to better retention, and you'll be on your way towards becoming that magnet company.

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**Get Then, Then Keep Them**

## Treat Your Employees Like Customers!

*In Parts I and II of The Shrinking Workforce, we demonstrated the changing realities of the shrinking workforce in Canada, and how employers need to change their thinking in the area of employment. The challenge for small businesses is not only how to get good employees, but how to keep the ones they have - to prevent them from being pirated away or drawn to another employer who offers them more than you're willing to. That's called retention, and it's the second part of reducing the revolving door syndrome in your business. You want to keep your star employees, but with so many options out there, the employers who are willing to work at retention will be the winners of all the best people. This is a big challenge, but even small businesses can become employers of choice if they are willing to be creative and look at their employees as their most valuable resource. The old days where people are just grateful to have a job are gone - and if you want to be successful at retention, you'll have to start looking at your employees like you look at your customers. Here's how.*

### Your Customers Come First

How many times have your employees heard this mantra? You bend over backwards to make your customers happy so they'll tell other potential customers how great your business is. Do you do the same with your employees?

When Linda, the single mom on your team asks you whether she can work from home on the days when her children are off school for Professional Development days, do you:

- a) if it is feasible, do whatever you can to accommodate her because you understand daycare is expensive
- b) say no way - child care is her business not yours
- c) say yes but make her feel extremely guilty for doing it
- d) if it's not feasible, negotiate a solution that meets both your needs

When Bob asks for an afternoon off to attend a personal development seminar do you:

- a) give him the third degree and tell him he's not getting business time to do personal work
- b) give him the time but dock his pay
- c) validate his efforts for personal development recognizing in the end it will make him a better employee
- d) let him know it won't work this time because of the deadlines you're working on, that you may be able to assist next time

You get the point. Employers who want to retain their employees must acknowledge the concept of work/life balance and value what their employees contribute to the business. After all, you want your employees to talk to other potential employees about how great your business is don't you? That way you'll not only retain the ones you have, but will always have a list of people on hand who want to work for you.

### Your Customers Want Options

Generally, businesses sell more than one product, or have variations on a product because they know customers like to choose. Whether it's make, model, colour, quality, price - they want to have choices in the buying process. That's one of the benefits of doing business with you. Ever thought that your employees might want choices too? One of the biggest issues you'll be facing as a business owner in the future, is what is the benefit of working for you? What are you



offering your employees that makes you the employer of choice? It could be the benefits package (health and dental), it could be an on-site wellness program, it could be flexible hours or work options, it could be other perks like gym memberships, a box seat at the local stadium where employees can earn tickets to an event, a membership at a local golf course or spa used as a reward system for outstanding performance. I'm hoping you're getting the picture. Many innovative businesses are now offering "cafeteria" style benefits where rather than providing the same blanket benefits for all employees, they are given the option to choose which benefits suit their lifestyle. A 25 year old employee might choose very different benefits than someone in their 50's. Someone who has a family, different than someone who is single. The employer then provides benefits that really do benefit the person who's getting them. While daycare on site is a great benefit to people with kids, it isn't to those without. On-site medical screening might be really valuable to a 40-50 year old employee, but not to someone in their 20's. The point is, be creative about how you can provide options to your employees. In the end, it may be the difference between staying or going somewhere else.



### **Your Customers Love to Be Surprised**

Under promise, over deliver. How many times have you heard that one? It's a key customer retention strategy. Surprise your customers with more than what they expect, and they'll feel like they've won the lottery. Same goes for your employees. Empty promises that never get met suck the wind out of even the best employees. Employers that surprise their employees with unexpected perks make their employees feel valued and important. It doesn't have to be expensive. The cost of bringing in pizza on Friday for lunch is nothing compared to how great it will make your employees feel and the team building it provides. An afternoon off to someone who has shown extraordinary effort or commitment to a big project, tickets to the big game for someone who made a big sale, a manicure certificate for your single mom because you know she can't afford those extras. Rather than stand up and tell your employees how great it is to work for you, show them by doing those thoughtful little extras. Believe me, they'll remember, they'll appreciate, and they'll tell their friends what a great company they work for.

### **Your Customers Expect You to be Trustworthy**

Everyone knows customers want to deal with honest businesses. They want people who will be true to their word, people they can trust to fulfill their promises, who have their best interests at heart, and who do what they say, and say what they do. Employees want that too. They want to know that their employer wants the best for them (and acts that way too). They want to know they can trust their employer to do what he/she says and to follow through with what they've said. It's all about integrity, and employer integrity is a huge consideration when people are choosing where to work. If you are not a trustworthy employer, word will get out and your chances of being a magnet company are gone.

It's a new world, and if you want your business to survive you'd better get used to looking at your employees differently. In the truest sense of the words - they are your customers. Start thinking more like that and you'll come out ahead of other employers who don't, and will attract the best talent to your business.

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**When It's Not Working**

## Addressing Employee Performance Problems Effectively

*There will be times when even if you've done everything right - you've hired smart, you've worked hard at retention, you've given everything you have to an employee - something goes wrong and you're facing an employee whose performance is less than acceptable according to your business standards. This doesn't necessarily mean you've failed. There are many reasons employees develop performance issues, and getting to the root of them is your first order of business. Just as hiring right is an important part of retention, so is dealing effectively with performance issues. In fact, if you can help an employee through their challenges and bring them back to productivity, you've just demonstrated another important retention strategy. It is almost always less expensive to work through performance issues, than to fire and hire. Plus, you'll have an employee with increased company loyalty and a desire to work hard for you. No one likes to have that dreaded meeting where you have to bring up an employee's under-performance, but if you view it as an opportunity to make a positive difference in that employee's life, it takes on a whole different meaning.*

**Early intervention is key** - performance issues should be dealt with as soon as they occur. Waiting doesn't usually make things better, and assuming everything will work its way out on its own is foolish. While we're not advocating jumping on an employee every time they make a mistake, we are saying that addressing an ongoing issue or pattern as soon as it's identified is important. The longer you wait, the harder it will be to undo the damage.

**Empathy is the door** - if you really look at performance issues as a retention strategy you must be willing to open the door to honest communication. If you are the kind of employer who has demonstrated kindness, support, honesty and genuineness in the past, it will be easier to get your employee to open up to you. Performance issues are rarely what they seem on the surface. The fact that your shipper/receiver is suddenly showing up late for work every day and half as productive as usual may be the result of some problem at home, or a personal or health issue. Trying to get to the root of why the behaviour is happening is your first step to trying to find solutions. By being honest with them ("Hey Joe, I've been noticing that you're coming in late a little too often and your productivity has really suffered these last few weeks. I'm concerned about you and want to work with you to resolve whatever might be causing these work-related issues.") Joe may or may not come right out and tell you about his personal problems, but you will have let him know you noticed, you're concerned, and you want to work with him to fix whatever it is. If Joe is forthcoming, you can deal with those things directly. If not, you may be able to read between the lines and ask some poignant questions that help him to be honest. If you can't get to the root, you need to address the behaviour as something that needs to change and be clear about your expectations. Then, set a follow-up time to review the progress. Be as supportive as possible even while you are setting out the expectations, and express your desire to work with him to resolve the issue.



**Documentation is the security system** - no business owner ever knows whether a performance issue will result in termination. Therefore, make it

a policy to document every performance-related meeting you have with the employee. You never know when you might need to recall specific details of your conversations, and it doesn't pay to rely on your memory. Write a quick note to yourself in your daytimer or a log on your computer where you jot down the details of your meeting (where, when, why, action plans and follow-up). It is also very useful to send the employee an email simply reiterating what you discussed in your meeting (Hi Joe, just wanted to summarize our meeting today. We discussed . . . and agreed upon . . . We will meet again in . . . Please feel free to let me know if there's anything else that you need). That way you both have a record of the conversation. If performance does not improve and it gets to the point where you need to issue formal notice, make sure you have done so in a proper, letter of notice that goes into the employee's file. This should occur only when you have done everything else to assist the person with improving their performance with no positive results. Employment standards vary from province to province, but most require at least 2-3 written notices prior to termination. This also protects you in the event that the employee wishes to sue for unjust dismissal.

***Retention is the goal*** - if at all possible, you want to retain the employee. Make sure you educate yourself about the options you can provide for the employee. Is it training they need? Investigate where you can get them that training. Is it a personal issue? Direct them to your EAP program (if you have one), or suggest they get professional help. Many employers pay for or at least contribute to an employee's counselling if they feel it is something that can assist the person in getting back to productivity. Is it a special circumstance? There's been a death or serious illness in the family, a financial crisis or other significant event that you know will pass, but that is affecting the person at this time - ensure you offer your empathy and support and work with the person to help them get through the difficult time so that they can return to productivity sooner. Perhaps you might suggest a leave of absence, or even give them a few weeks off if you can afford it. Is it an issue like substance or alcohol abuse? Can you offer them a leave and point them in the direction of a recovery program? The point is, if you can support your employee through performance issues and keep them - you'll both be winners in the end.

It's always a tough call when a business owner must decide whether the employee is worth retaining, and the truth is, sometimes they're not. Sometimes, it does make financial and practical sense to terminate someone who is unwilling to accept your help, uncooperative, and resistant to change. Chances are, your gut will tell you when that time has come. But for those good employees simply going through a rough patch, do what you can to save them! That will make you an employer of choice!

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## Final Thoughts

Well, you've taken in a lot of information this month. We hope you feel challenged to think about your business in a whole new way. Hopefully, you've already had some ideas about how you can start to become a magnet company - even if right now it's only baby steps in that direction. You're facing the summer months now - a time when for many companies, business is slower. Perhaps this would be a good time to re-evaluate your human resource practices and imagine some of the things you might be able to implement with your employees in the fall or the new year. We trust that as you do, your business will grow into a magnet company and - like Google - you'll have the pick of the crop wanting to work for your business!

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