



# HIRING

EMPLOYEES  
SOP-123

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## Purpose

Our business is growing so fast that we can't hire enough employees. We aim to attract more candidates so we can fill positions faster.

This document will provide a step-by-step list of the processes that should be completed when writing and posting a job listing.

## Roles and Responsibilities

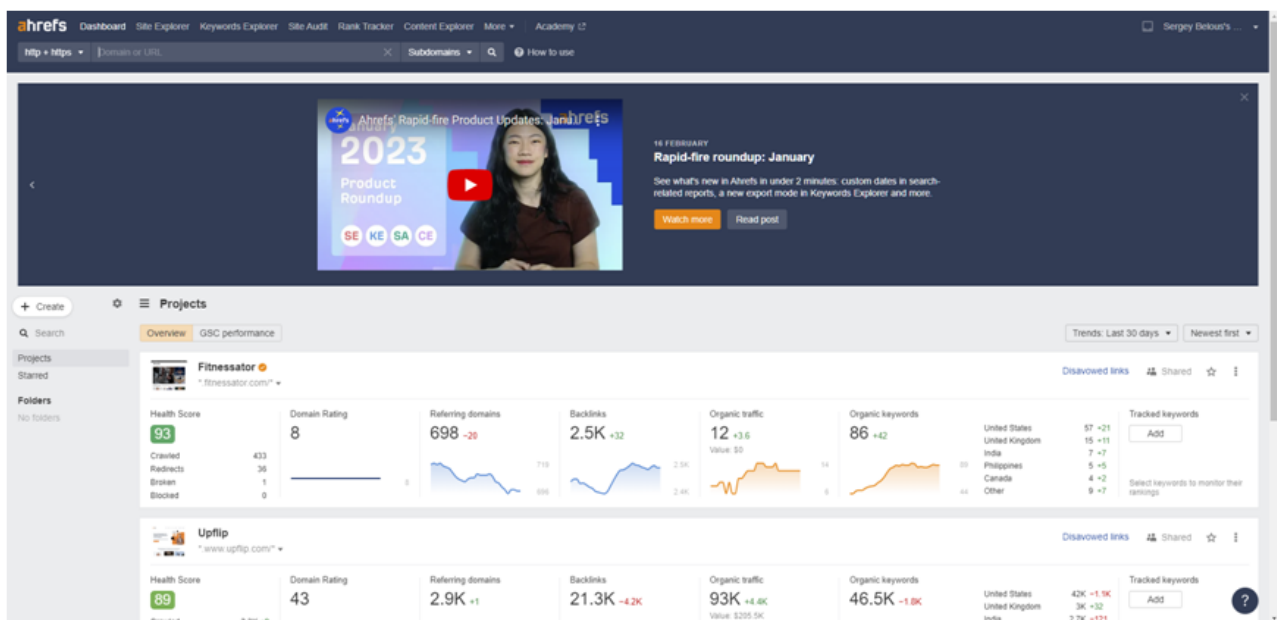
Two main parties will be responsible for performing tasks in this standard operating procedure:

Hiring Manager	Human Resources Representative
Identify Open Position	Perform Keyword Research
Identify Open Position	Analyze Pay
Identify Open Position	Improve the Job Description

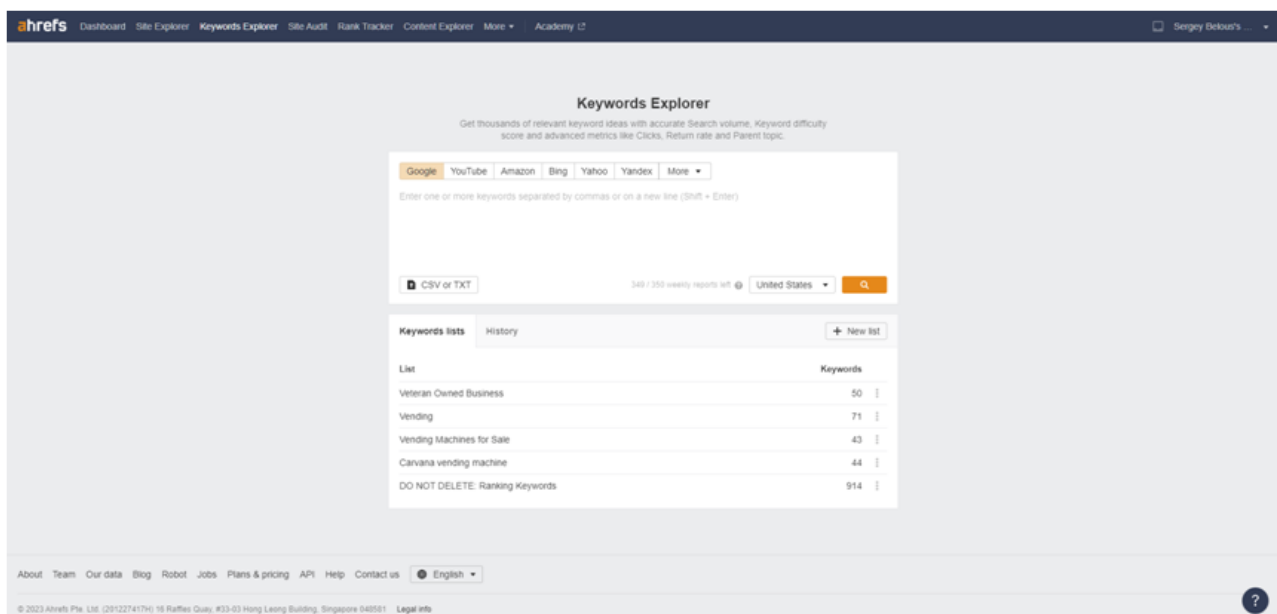
## Quality Requirements

### Perform keyword research for job descriptions

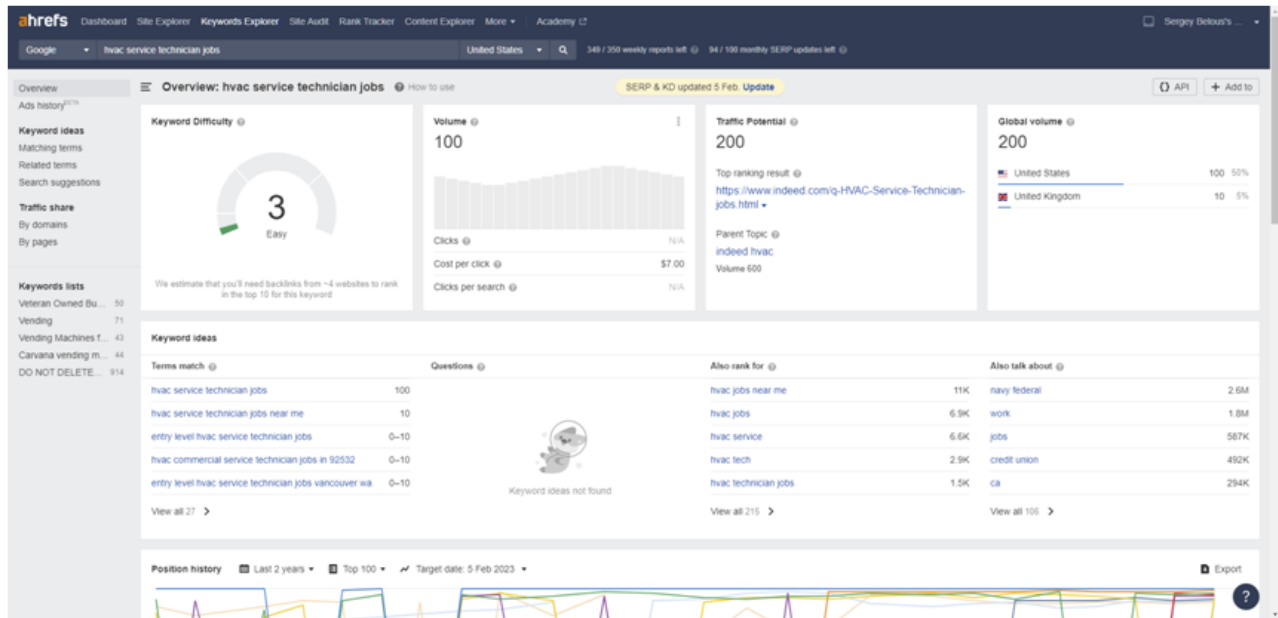
1. Go to [ahrefs.com](https://ahrefs.com).
2. Sign in.
3. You'll be at a page that looks like this:



4. Click on “Keywords Explorer” in the menu at the top of the page.



5. Type the Job Title. We'll use "HVAC Service Technician Jobs" as an example.
6. Press Enter to search.
7. The results page will look like the one below:



8. In the Keyword ideas box, go to "Also rank for" and click "View all," which will take you to a page similar to the image below.

9. Identify 10 to 15 good keywords, but don't include any keywords for Indeed or other job listing agencies. The Good and Bad Keywords are marked below as examples.

Keyword	KD	Volume	GV	TP	CPC	CPS	Parent topic	SF
+ hvac jobs	23	6.9K	9.6K	3.1K	\$3.00	1.19	hvac jobs	2
+ hvac tech	45	2.9K	3.8K	2.3K	\$20.00	0.38	hvac training	2
+ hvac technician jobs	14	1.5K	2.5K	900	\$4.50	0.69	hvac technician jobs	3
+ hvac job	19	1.3K	2.2K	3.5K	\$3.50	0.64	hvac jobs	4
+ hvac hiring near me	7	800	900	2.8K	\$8.00	N/A	hvac jobs near me	2
+ hvac companies hiring near me	2	700	700	9.5K	\$10.00	N/A	hvac jobs near me	3
+ hvac service technician	26	700	1.1K	150	\$25.00	0.45	hvac service technician	4
+ indeed hvac	9	600	600	3.2K	\$9.00	0.87	hvac jobs	3
+ hvac jobs hiring near me	15	600	700	9.5K	\$3.50	N/A	hvac jobs near me	2
+ hvac indeed	7	600	600	3.2K	\$10.00	N/A	hvac jobs	2
+ hvac companies near me hiring	5	450	500	350	N/A	N/A	hvac companies hiring	2
+ hvac company hiring	10	400	450	250	N/A	N/A	hvac jobs hiring near me	2
+ hvac hiring	23	300	400	2.5K	\$7.00	N/A	hvac jobs	3
+ hvac jobs indeed	9	300	300	3.5K	N/A	N/A	hvac jobs	2
+ hvac tech jobs	20	300	350	1.1K	\$4.50	1.00	hvac technician jobs	3

10. Copy the keywords and save them in notepad or a Google Docs File. Include these keywords in the job description. If the posting site allows for keyword tags, use these terms.

## Analyze pay for a position on the local level and set salaries on the high end

We need to know how much the position pays in the geographical area the job is in. The only way to make sure we are paying better than other companies is to find out what they are offering.

1. Go to [indeed.com](https://www.indeed.com).
2. Type the position name and the location of the job. The example we will use is "HVAC Service Technician" in "Las Vegas, NV."
3. Click the dropdown arrow for the filter "Salary Estimate." See the picture below.

4. Take note of how many jobs are available and what they pay.

The screenshot shows the Indeed job search interface. The search criteria are 'HVAC service technician' in 'Las Vegas, NV'. A salary estimate dropdown menu is open, showing the following options:

- \$45,000+ (108)
- \$50,000+ (96)
- \$55,000+ (70)
- \$60,000+ (48)
- \$65,000+ (32)

The selected job listing is 'HVAC/Refrigeration Technician' at Prodigy HVAC, Las Vegas, NV. The salary is listed as '\$25 - \$35 an hour - Full-time'. The job details section shows the following benefits:

- 401(k)
- 401(k) matching
- Dental insurance
- Fuel discount
- Health insurance
- Life insurance

The full job description includes the following requirements:

- EPA Type II
- HVAC: 3 years
- Work authorization

The qualifications section includes:

- Valid Driver's license with clean driving record.

There are a total of 130 jobs that break down as follows:

- Over half pay over \$55K or \$27.50/hour
- Over one-third pay over \$60K or \$30/hour
- Over one quarter pay more than \$65K or \$32.50/hour

5. Round the highest hourly value up to the next \$5. In this case, we round \$32.50 to \$35.
6. Click on the highest pay filter and view the job listings. In this example, you will see that most of them pay between \$20 and \$50 per hour or \$50K to \$100K per year.
7. Use the same range for your hourly rate. Based on an hourly rate of \$20-\$50/hour, we will set the hourly rate in the \$30/hour range.
8. Add the value from Step 5 to the highest hourly rate offered by a competitor ( $\$35 + \$30 = \$65$ ).
9. Set the value from Step 5 as the low-end hourly pay and the value from step 8 as the high-end hourly pay.

10. Divide the highest competitor salary by the lowest competitor salary. In this case, we divide \$100K by \$50K for a result of 2.
11. Multiply the highest salary range from the estimated salaries list by the result of the calculation in step 10. For our example, we multiply \$65K times 2 for \$130K.
12. Set the highest estimated salary from the Indeed listings as the low salary and the value from Step 11 as the high salary. The following table shows the values we'll use in the example job description.

Competitors' Rates	Our Rates
\$20 to \$50 Hourly	\$35 to \$65 hourly
\$50K to \$100K	\$65K to \$130K

## Write a Job Description

Write a job description using the following outline:

1. Make your job titles specific
2. Use familiar titles
3. Grab attention with the summary
4. Describe what makes your company unique
5. Include the exact job location
6. List the exact responsibilities
7. Describe the daily activities
8. Include information on supervisors and employees
9. List hard and soft skills desired
10. Only include necessary skills
11. Include a salary range
12. Highlight benefits



## Make your job titles specific

The job title should be specific and accurately reflect what you need. For the HVAC job, the best title is the one that is most specific and has the most searches.

If you want a tech that will do both service and installation, you might want to use HVAC Technician Jobs as the title for the description, but if you just want a service tech, use HVAC Service Technician.

## Use familiar titles

Your positions might be HVAC Service Tech I, II, III, IV, and V, but those are meaningless to anyone outside of the company. Instead, use terms that everyone will understand like:

- Apprentice
- Entry
- Mid-level
- Lead
- Senior

## Grab attention with the summary

The introductory paragraph gives an overview of the position and makes the potential employee want to know more. It's a summary, but it should stand out. Below, we'll provide an example of a good and bad summary. Notice in the good summary, we include:

- Information about the company
- What level of employee the company needs
- Why the applicant might want to work for us

All we include in the bad one is a single keyword and nothing meaningful to differentiate it from the hundred other job openings.

## Good

We're a busy HVAC company with year-round HVAC jobs looking for a mid-level HVAC tech. We're a family-owned business with benefits like the big guys.

## Bad

Looking for work? We need an HVAC tech.

## Describe what makes your company unique

In addition to grabbing attention with the summary, include unique selling points. For instance, this line could be improved:

*"We're a family-owned business with benefits like the big guys."*

You could add:

*"We're a family-owned business that provides the best hourly rates, health insurance, and a 401K."*

A single line [differentiates](#) you from the majority of small businesses because 60% of small businesses do not offer benefits comparable to major corporations.

## Include the exact job location

Make sure to include the location of the job. This will help searchers know whether the job is located near their desired work location.

- Bad: NV
- Good: Las Vegas, NV
- Better: Las Vegas, NV 89120
- Best: Specific Address, Las Vegas, NV 89120

## List the exact responsibilities

Be precise about what responsibilities an employee will have. Here is an example of a [good list of responsibilities](#):

- Provide the highest level of technical ability, quality, value, and integrity to our customers
- Install, maintain, and repair heating, ventilation, cooling, and refrigeration units for commercial customers
- Diagnose and repair electronic, mechanical, and electrical components of these systems
- Travel to job sites in service area and work with dispatcher to ensure schedule is maintained and delays are properly communicated to customers
- Be available to work nights or weekends, on a rotating basis, to service emergency needs of our customers
- Maintain good working order of company vehicle, equipment, and electronics
- Maintain stock, parts, tools, and safety equipment in the vehicle
- Document details of services and parts provided to customers electronically through iPad applications
- Diagnose diverse service issues, obtain any replacement parts, calibrate system to manufacturer's recommendations, and be able to explain the need for and value of recommended solutions
- Participate in company-provided training opportunities
- Identify and report potential opportunities for additional business (new unit/system, preventive maintenance contracts, and additional services)

In comparison, this [list is not helpful](#):

Seeking experienced technician to join our team! Experienced in service, repair and replacement of residential units. Busy company looking to fill position right away. Family owned business. Friendly environment. We provide health insurance.

## Describe the daily activities

Make sure the job description accurately describes what the job will include on a daily basis. For instance, an HVAC service job might include:

1. Start each day at the shop
2. Turn in documentation and checks
3. Refill truck inventory
4. Get dispatch orders
5. Travel to job sites
6. Diagnose repairs needed
7. Provide estimate and get written approval
8. Make repairs
9. Collect payment
10. Travel to next job site
11. Check with dispatch when complete
12. Take additional job calls
13. End day

## Include information on supervisors and employees

Include the title of the direct supervisor and the number of employees or subcontractors the position will be supervising. For instance, a Senior HVAC Service Technician job description might have a line that looks like the one below:

*“The Senior HVAC Service Technician will report to the Service manager. In addition, the Lead HVAC Service Technician will be responsible for leading:*

- 1. Weekly company-provided training on difficult troubleshooting techniques*
- 2. A week of 1-on-1 training with new entry and mid-level HVAC service technicians quarterly/annually/as needed.”*

## List hard and soft skills desired

There are two types of skills that every position needs:

1. **Hard skills:** The skills that are absolutely necessary to complete a task. For instance, troubleshooting electrical equipment is a hard skill in HVAC.
2. **Soft skills:** Skills that help represent the company well, like experience in customer service roles or a good phone mannerism.

Make sure to include both in the job description. Identify which skills are “necessary” (required) and which are preferred. (Soft Skills should always be preferred.)

## Only include necessary skills

Required skills are a deterrent for marginally qualified applicants. Limit required skills when possible by:

1. Reducing the years of experience unless mandated by law.
2. Considering whether the skills can be taught in a reasonable time frame; if so, make them preferred.
3. Removing company-specific skills. Instead of looking for someone with House Call Pro software experience, include “Tech has used HVAC Industry CRM software.”

These small changes can make huge differences in the number of eligible candidates.

## Include a salary range

Include the salary range you established earlier. Make sure to include wording like:

1. “The salary we offer is dependent on the years of experience, your referrals, your performance during interviews and tests, and other considerations.”
2. “We offer performance based pay that is calculated using the formula: [Insert formula].”
3. “In addition, we offer X% commission on (Products) sold.”

Make sure to include whether you offer weekly or bi-weekly pay and how you pay employees.

## Highlight benefits

Required skills are a deterrent for marginally qualified applicants. Limit required skills when possible by:

Include all your benefits in this section with the most important ones first. This is an example from [Yes! Benefits:](#)

- Above market wages and performance incentives paid weekly via direct deposit
- Robust Benefits Package
- Multiple Medical Insurance Options to fit your specific needs!
- \$5 a week medical plan option with HSA (Health Saving Account) and annual company contribution
- Dental & Vision Insurance
- Year-round work at a company with a NATIONAL presence!
- 401k with weekly match contribution
- Flexible shift schedules
- Fully Stocked, Take Home company vehicle and gas card, + phone

- Professional Uniform and cleaning service
- 13 PTO Days + 8 Paid Holidays
- Company-paid life insurance policy, Short-term disability, long-term disability (additional life insurance options are also available)
- Discount Programs with our partnered accounts (Childcare, personal cell phone, auto, insurance, etc.)
- Comprehensive Training Opportunities provided by in-house Learning & Development Team including but not limited to technical, sales, safety, leadership, systems training
- National Network to support professional growth & development and provide transfer opportunities
- Opportunity to give back to your community through partnership with St. Jude Children's Research Hospital, The Tim Tebow Foundation, ARS Cares Program, and More!

## Share the Posting

After a job description has been created, post it on:

1. Your website. (Show process of how to post it in your SOP)
2. Send in email to company employees and remind them about the employee referral program. (Show how to do this in your SOP)
3. Send in email to job applicants following similar jobs. (Show how to do this in your SOP)
4. Share to job posting boards. (Create an SOP for each job board).
5. Share on social media. (Create an SOP for sharing jobs on social media).
6. Share with your partner staffing agency. (Provide a link or phone number for the specific staffing agency.)

## Run Paid Ads

All job boards let you pay extra for preferential treatment. If you need employees fast, pay for ads to get in front of more people.

You can also consider Google and social media paid placement to help find candidates. Refer employees to your SOP on running paid ads.

## Provide References

If there are additional resources that a team member needs to understand, make sure to include them in the resources.

This might include customer complaints, organizational knowledge, internal processes, relevant laws, and more.

Include them here: