

# 1 BOOKLET

## HR RECRUITMENT & CONSUMER MARKETING TOOLS & TACTICS



— The Learning Series will —  
**OPEN YOUR MIND  
TO CONCEPTS,  
POSSIBILITIES**  
And  
**CREATIVE THINKING**

# The Learning Series

The Learning Series has been developed as a series of tactical information booklets to help long-term care facility operators and administrators with a variety of marketing, recruitment and retention needs. The Learning Series is a generic guide to assist facility operators and administrators who are:

- New or looking to augment their Human Resources (HR) marketing knowledge
- Looking for new and unique ways to market to consumers and recruit and retain quality candidates to their facility

Each of the booklets in the learning series contains tools, suggestions and practical solutions for various recruitment and retention challenges.

## **Booklet One     HR Recruitment & Consumer Marketing Tools & Tactics**

Booklet one focuses on tactics that can be applied to recruitment marketing of most staff positions in the long-term care facility sector. The booklet starts with a detailed step-by-step outline of how to develop a marketing plan which can help focus marketing activities. After marketing needs are determined, tactics can be identified; booklet one concentrates on how to market long-term care facilities through traditional advertising tactics such as job fairs, the Internet and local communities.

## **Booklet Two     Building a Web Site from A to Z**

Booklet two reviews all of the steps that are involved in building a simple web site. An introduction to the Internet, an outline of the elements that make up a web page and the approximate costs for a web site are provided. The main chapters review the steps to building a site from designing the layout, writing the content, building the web pages and finally launching and maintaining the site.

## **Booklet Three     Targeted Recruiting by Long-Term Care Facilities**

The third booklet in the learning series focuses on Targeted Recruiting. The booklet provides tips and strategies on how to target certain workers for recruitment to rural communities, how to target graduating students for recruitment and how to tap into untapped labour pools such as older workers, and workers who are new to Ontario.

## **Booklet Four     Long-Term Care Facility Worker Retention**

Keeping and developing quality employees is crucial to the continued existence of long-term care facilities. Booklet four focuses on best practices and employee retention strategies to assist facility operators to retain and empower current and future staff.

## **Why the need to provide a resource kit for long-term care facility operators?**

The long-term care facility sector in Ontario is undergoing a significant transformation. Government investments have resulted in the addition of 20,000 new beds by the end of 2004 and the redevelopment of up to 16,000 existing beds by 2006. As a result, many new facilities will be opening and a large number of employment opportunities will be created.

There is a shortage of qualified staff in many areas of health care across the country, as well as around the world, which creates recruitment challenges for health care providers. Investment into the future of health care for seniors will create new challenges for recruitment in the long-term care facility sector. To be effective the sector must respond by ensuring that all recruitment and retention opportunities are pursued, alliances are built with educational institutions, and people who may consider a career in long-term care are drawn to the sector.

As a facility operator you will need to ensure that your tactics reflect the most up-to-date and successful recruitment practices and provide the best opportunity to find the right staff to meet the needs of your residents.

## **Contributors**

This resource kit has been prepared as a collaborative effort between the Ministry of Health and Long-Term Care, the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS), the Ontario Long-term Care Association (OLTCA) and long-term care facility operators.

## **Disclaimer**

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# 1 BOOKLET

## HR Recruitment & Consumer Marketing Tools & Tactics

# HR Recruitment and Consumer Marketing Tools & Tactics

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# 1.0 **SECTION**

## Introduction to Booklet One

# Introduction to Human Resources (HR) Recruitment and Consumer Marketing Tools & Tactics

Booklet one contains information tactics that can be applied to various marketing needs in the long-term care facility sector. Effective marketing, whether your focus is consumer or HR recruitment marketing, requires moving through a process. Booklet one focuses on the basic marketing process by exploring various strategies, marketing methods and advertising vehicles that can be used to increase awareness and attract staff and residents to your facility.

Booklet one is divided into two sections. Section one, *The Foundation: Developing & Building Your Marketing Plan*, focuses on the steps and process required to:

- Build a marketing plan
- Develop targeted messages
- Choose appropriate advertising vehicles

Section one also introduces other tactical solutions to marketing, such as branding and developing targeted messages.

Section two, *HR Recruitment Marketing Tools & Tactics*, focuses on HR recruitment tactics through:

- The Internet;
- Job fairs; and,
- Local labour pools in your community.

# 1.1

**SECTION**

## The Foundation: Developing & Building Your Marketing Plan

## The Foundation

### What is Marketing?

Simply defined, marketing is the development and delivery of your sales message. Marketing is about selling your facility, selling your programs, selling your staff and selling your image.

Anytime you talk about what your facility offers, why working at your facility is great and what unique programs your facility offers, you are marketing. Whether you are talking to potential staff, residents, your local Chamber Of Commerce or the check out clerk about your facility, you are marketing.

Effective and successful marketing is both an art and a science. It involves understanding your unique environment, the people who live and work there and what 'special' services or programs your facility can offer to them. That is the science; it is the research and analysis of your environment. Where the art comes in is with the creativity and strategy you use to create and disseminate information to your audience that will cause a beneficial reaction to you and your facility.

Balancing the art and science of marketing is best done by creating a plan which can assist you in articulating objectives, strategies and messages that result from an environmental scan and an understanding of your business realities and possibilities.

### Building a Marketing Foundation

Building a marketing foundation involves a number of steps which collectively provide assistance and a rationale for resolving:

- What you want to do - marketing objective
- How you plan to achieve your objective - marketing strategy

The traditional process in developing a marketing plan remains the same for all marketing initiatives, whether your strategy is to market to consumers or market for human resources (HR) recruitment purposes.

The first step prior to developing your plan is to think about what it is you want your marketing efforts to accomplish. This is the process of understanding your business challenge and articulating why you want to market and what problem(s) or issue(s) you want to solve. The "what" and the "why" will help you focus your marketing efforts and place parameters around your marketing plan. For example, you may want to initiate a marketing campaign to assist you to:

1. **Increase staffing** = think about = targeted HR recruitment marketing
2. **Increase occupancy** = think about = targeted consumer based marketing
3. **Increase awareness** of your facility = think about = consumer and community-based awareness marketing

Once you have a basic understanding of what problem or issue you want to solve, you can then move into developing a solution and a plan.

### Introduction to Building a Marketing Plan

Effective marketing initiatives should start with a thoughtful and well organized plan. An amalgamation of a business review and a market review, a marketing plan pulls together the foundation for communication and methods of delivering a clearly articulated, viable, compelling and creative message.

Marketing plans vary in scope and length. The key to an effective plan is the thought process that goes into its preparation; try to be clear, measurable and provide time frames to achieve your goals and objectives. To the best of your ability try to keep your target audience in mind as you think through the various components of your marketing plan.

## The Traditional Marketing Plan

A marketing plan is typically comprised of a number of sections. The purpose and flow of a marketing plan is to integrate the results or key learning from each section into the next. If you complete an environmental scan, for example, you would have more information on who your competition is, what your competition is doing, who your market is and the various trends of which you should be aware. This information will assist you to develop marketing messages that resonate with your consumer. Similarly, once you have defined your marketing objective, you will be better prepared to understand the various drivers of your strategy.

A traditional marketing plan takes on the following structure:

**1. Executive Overview** – what you propose to do

**2. Market Overview** - environmental scan

- Trends of market – legal and policy, social, economical, technological, other.

**3. Understanding your market**

- Market segmentation
- Understanding your market segments or target audience

**4. Competitive Overview**

- SWOT Analysis (Strength, Weaknesses, Opportunities, Threats)

*Note:* You can tailor your marketing plan to fit your needs. The more research and information you put into your plan, the better your results will be.

**5. Business Objectives**

**6. Marketing Objectives** – what do you want to do?

**7. Marketing Strategy** – how you plan to achieve your objective

**8. Marketing Messages**

- Positioning
- Messaging Strategy
- Targeted Marketing Message

**9. Marketing & Advertising Vehicles**

**10. Tracking and Evaluation**– checking for a return on your investment

**11. Action Plan and Implementation** – how your plan will unfold

- Roll out Plan and Schedule
- Budget – the most influential component of your plan

## The Foundation\*

### 1. Executive Overview

The executive overview is a summary of your marketing plan, its key components and desired results. Generally, the executive overview highlights:

- Challenges,
- Top line strategies,
- Actionable items,
- Methods of evaluation, and
- End goals and anticipated results

The executive overview should be thought of as a snapshot of your marketing plan for people who might not have the time to read through the entire plan in detail. You may want to include information about your facility and its offerings, your facility's mission and vision statements and a summary of your business and marketing objectives. \*\*

### 2. Market Overview

The market overview is the research component of your marketing plan. The overview will assist you in understanding all of the facets of your market, how you can communicate to your audience and what external market pressures exist that may affect your facility or your market.

#### Marketing Factors

Understanding the size of your market or any trends that may affect your business will be important to probe. One helpful method for understanding the overall market is to look at your market through four factors that typically affect market conditions: legal and policy factors, economical, social and technological factors.

**Legal and Policy Factors** – government policy and regulatory or legal issues that might affect your market, e.g., regulatory changes

**Economic Factors** – economic factors particular to your market, e.g., layoffs in the area, a general downturn in the economy.

**Social Factors** – demographic changes in your area and how they affect your market. Social factors may also include trends in your community that affect the way people shop, gather information, etc.

**Technology Factors** – identifying new technologies in your community, the rates of adoption of technology or how its adoption affects the interaction between you and your target group, e.g., can your target group use the Internet to search out information on various long-term care facilities.

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\* A marketing plan template has been provided for your use at the end of this booklet.

\*\*The executive overview should be the last completed section of your plan as it represents a summation of all the following components. The executive overview may also be used as a quick reference to your plan

### 3. Understanding Your Market

The term ‘market’ is a broadly used term to describe all of the people (actual and potential) who may have involvement with and interest in your facility. Defining your market is one of the first steps you will take in marketing your facility. You may choose to define your market broadly – the Ontario long-term care facility sector – or narrowly – Personal Support Workers (PSWs) in your community. The more broadly you define your market, the more competitors you may be faced with and the more costly your marketing endeavours may become; however, you have the potential to reach more people. In contrast, you may reach fewer people the more narrowly you define your market but you may also have fewer competitors and a lower cost.

How you define your market is largely based on:

1. What it is you want your marketing efforts to accomplish (i.e., why you are marketing);
2. How much time and money you can allocate to any marketing initiatives; and,
3. Where your facility is located (e.g., large urban centers or smaller rural areas)

#### Market Segmentation

Market segmentation may be thought of as the process of breaking down your identified market into smaller more defined sub-markets. Market segmentation is about weeding out all of the people who are not interested in hearing your message and who you are not interesting in reaching.

Segmentation typically takes the form of geography, demography, beliefs, need, culture, etc. In the case of the long-term care facility sector, your market may be comprised of the following segments:

- Potential Staff (qualified and unqualified)
- Current Staff
- Potential residents and their families
- Health Care Professionals in your community
- Community Leaders
- Community Care Access Centers
- Current residents and their families
- Others

Think about who you want to reach and where they sit in the decision making process, e.g., are they primary or secondary decision makers or are they influencers, etc. There may be numerous groups you want to reach in your market. Through segmentation, you can observe, rank and prioritize who you need to speak to versus who you want to speak to.

## The Foundation

### Understanding Your Market Segments or Target Audience

Once you have segmented your market, take some time to think about who the people are that make up each of your segments. Think about their various characteristics, what they like and don't like, what is important to them, how they make decisions, etc. You may even want to gather information and gain a greater understanding about each segment or target from the perspective of size, accessibility and sustainability.

Understanding your target audience - their needs, desires, dreams, etc. - will be an extremely useful exercise in developing your marketing plan. The more you know about your audience and how to speak to them, the better you will be at providing information they need to make a beneficial decision.

As you gather additional information about your segment, think about:

- Who are the people you need to speak to?
- What do they like/dislike?
- What are their fears?
- What is special about their culture?
- How do they make decisions?
- How do they receive and access information?
- What are their needs? Dreams?

The more you know about the people you want to talk to, the better you can craft messages and choose appropriate marketing vehicles to reach them.

#### **A Note On Consumer Decision Making**

Consumer decision making behaviour is typically influenced by four major factors: cultural, social, personal and psychological. These factors cause consumers to develop a preference for one facility or job opportunity over another. Although many of these factors can't be directly controlled by your marketing efforts, understanding their impact on your audience is essential, as marketing strategies can be developed to appeal to the consumer decision making behaviour and impact their decision process.



## 4. Competitive Overview

Once you thoroughly understand your market and your target, you should spend some time learning more about your competition and what they are doing to build their business and how they are speaking to your target audience.

Developing a competitive overview of your market generally includes direct competitors (e.g. other facilities in your community, retirement homes in your community, etc.) and indirect competition (e.g. hospitals, home care, etc). For each of your competitors, you may want to perform a SWOT analysis (strengths, weaknesses, opportunities, threats) that compares your facility and the programs you offer to what each of your competitors offer.

### SWOT

Your strengths and weaknesses are all inherent parts of your facility while opportunities and threats are external factors that you need to prepare for. Once you understand your internal and external environment, you can prepare your business objectives to enhance or guard against your SWOT findings.

#### Developing your S.W.O.T Analysis

##### Strengths –

What do you do well already?

What do you do well that you could do even better?

E.g., you are one of a few facilities that offer child care programs for your staff

E.g., you are one of a few facilities that offer a horticultural program

##### Weaknesses –

In what areas could you improve?

E.g. you have high staff turnover

##### Opportunities –

What does my target audience want that they currently do not get?

E.g., the residents would like to have family stay with them. Perhaps we could build a few guest rooms for family members.

E.g., Staff want more flexible hours or training

##### Threats –

What is my direct and indirect competition doing better than our facility?

Are there changes in the market or regulatory changes which may have an impact on filling the beds?

Staffing your facility?

The more information you have about your competition the better equipped you will be to develop your business objective and marketing plan. Information will solidify your competitive advantage.

## The Foundation

### 5. Business Objectives

Once you have managed to dissect your facility's strengths and weaknesses and you have analyzed your facility in light of any external opportunities or threats, your next step is to develop your business objectives. There are many basic principles that surround the development of business objectives. In all cases they should be:

- Measurable,
- Quantifiable, and
- Time-specific

The business review process is the articulation of your current facility offerings and what your facility does well and where your facility can improve. A simple yet rigorous breakdown of your current business objectives, facility offerings, staffing numbers, etc. will provide you with an outline to develop your business objectives.

Understanding your facility and its offerings, your target audience and your market will help you to set your business objectives. Remember, all objectives should have measurable outcomes or an articulation of the results you are looking to achieve.

As the focus of this planning tool is primarily on developing a marketing plan, you may want to consult other references which describe how to develop strategic and viable business objectives.\*

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\* The Internet is an invaluable resource for finding examples of business plans and information on business planning.

## 6. Marketing Objectives

Marketing objectives set the course for all of your facility marketing and communication initiatives. Developing your marketing objectives involves the strategic process of pulling together all of the external research you have compiled (e.g. market research, demographic and target audience information, etc), the internal research you have completed, and understanding your business objectives/needs. The final outcomes are your marketing objectives which provide you with the direction for your marketing initiatives.

As you create your marketing objectives, remember, the more concrete, measurable and obtainable they are, the more you will be able to develop impactful marketing initiatives.

Examples of an HR recruitment marketing objective:

- To increase the quantity of resumes to your facility by 15%
- To recruit 5 new PSWs to your facility

You may choose to set one marketing objective and focus all of your resources on meeting that one objective or you may set a number of objectives. Each marketing objective should have its own strategy, target, message and measurable outcome. It is important to remember that setting your marketing objectives realistically comes down to how much time, money and dedicated resources you have available.

If this is one of your first marketing efforts, you may want to focus on your facility's most pressing business need, determine if a communications campaign can assist you in meeting your business need, and develop one clearly articulated and measurable marketing objective.

## 7. Marketing Strategy

Where your marketing objective provides you with a direction, the strategy provides you with the path to achieve your objective. Once your marketing objective has been established, the next step in developing your plan is to create a corresponding marketing strategy. The marketing strategy is a combination of linear thinking, positioning\*, and creative brainstorming. The more people you get involved in this process, the more robust your marketing strategies will be.

Well developed marketing strategies are the result of understanding what it is you want to accomplish and thinking through all of the steps which need to be taken to achieve your objective. As you develop your marketing strategy think about:

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\* Positioning is defined as how you want your facility to be viewed by your target audience and conversely how your target audience views your facility. See item 8 - Marketing Messages, Developing Facility Positioning for a more detailed discussion.

## The Foundation

What is your objective?	➔	What do you want your marketing efforts to accomplish?
What is affordable?	➔	How much money and time can you allocate to meeting this objective?
What is the process?	➔	What are the steps you need to take to achieve your objective?
Who is your target?	➔	Who do you need or want to hear about your facility?
Where is your target located?	➔	How do you find your target audience?
What is your timing?	➔	When do you want/need your audience to hear/see your message?

Your marketing strategies will flow from a combination of understanding the characteristics that make your facility unique, the clear articulation of your objectives, the selection and understanding of your target market, and the allocation of appropriate resources to achieve your marketing objective. Remember, if your strategy is more succinct, your marketing objective will be more obtainable.

## 8. Marketing Messages

Marketing messages are the direct result of a well written strategy. However, before you begin writing your marketing message(s) you may want to take some time and think about how your facility is positioned in its current environment and what people think and say about your facility. For example, if you know that your facility has a reputation for excellent training programs, you may want to use that as the foundation of your facility message. Equally important is knowing any of the negative perceptions your facility holds, so that you can position and subsequently develop messages which are in contrast.

It is important to remember that however you position your facility, or whatever messages you develop, you need to be able to fulfill what you are saying to the consumer. The consumer must be able to see that what you are saying to them is true; you and your staff need to talk the talk and walk the walk.

### Developing a Facility Positioning

Developing a positioning for your facility is an art. The process involves understanding what your target thinks about your facility in comparison to what you would like them to think about your facility and marrying these two into one or two coherent and attainable sentences.

Your positioning should be simple and to the point. The more refined and simple your positioning, the more memorable and effective it will be. Above all else, your facility positioning needs to be believable, clear and resonate with your target audience.

It may be helpful to develop a positioning strategy based on your facility's characteristics. Consider developing a facility positioning that focuses on:

- Facility attributes – what are the specific facility attributes
- Benefits – what are the benefits to the consumer
- Targets – people who can benefit from being in your facility e.g., (specific ethnic or religious targets)
- Competitive – positioned away from your competitor/differentiated from your competitor
- Programmatic – focuses on the uniqueness of the programs offered.

## Messaging Strategies

There are typically three ways to channel communications to your target audience once they have been identified.

- 1. Untargeted Marketing** - ignores the differences between segments and approaches the market as a whole with one message. There are pros and cons to this strategy. On the one hand, this is an easy and inexpensive option as you only have to produce one message and one set of materials. On the other hand, the one message you choose may not be compelling to all of your audience segments and you risk alienation and lack of interest.
- 2. Targeted Marketing** – targets several segments with separate and unique messages for each one of the identified segments. Targeted marketing has become more and more popular as marketers identify and understand that speaking specifically to each target in a way that is compelling to them, and provides a better return on their investment versus more traditional approaches.
- 3. Concentrated Marketing** – focuses its communications message on a large share of one segment. This strategy is likely to be most useful to smaller facilities with limited marketing resources. The challenge with this strategy is that once you have 'tapped' out the larger sub-segments of one or more segments, you will have to redevelop your marketing strategy and move to a more targeted approach.

As you think through your messaging strategy try to remember that various audiences receive information differently. Seniors and families, students and professionals receive information in three ways – through mass communications, targeted communications or individual communications.

- 1. Mass communications** are messages that are sent out to everyone and anyone. Television and newspaper are good examples of mass communications. The challenge with mass communications is that it is very expensive and may or may not resonate with your audience. Because you send the same message out to everyone you can't be sure if your audience consumes the information you want them to.

## The Foundation

2. **Targeted communications** consists of carefully crafted messages developed for a specific target and delivered directly to them. Direct mail is a great example of targeted communication; so are brochures or posters that are strategically placed in areas where your target is located.
3. **Individual communications** refers to one on one interaction. Job fairs, open houses, interviews and facility tours are all facets of individual communications and are all extremely important in the consumer decision-making process.

### Targeted Marketing Messages

A targeted message or a targeted marketing message is one or two sentences that encapsulate the benefit of what you have to offer to your audience and wraps it in a compelling and creative way. Messages are developed for each target audience and for each marketing objective.

The desired result of a targeted marketing message is to intrigue your audience enough to cause them to investigate your facility further. A well written marketing message will cause your audience to pursue more information about your facility.

### Developing Your Marketing Material Content

Once you have caught the attention of your target audience through targeted messaging, your marketing material content (also referred to as copy) will provide your audience with more detailed information about your facility. One way to develop marketing content is to answer a set of questions about your facility and focusing your answer into the content.\*

- What does my facility do well and/or have a good reputation for?
- How can I make my facility's strengths appear even better and work as an advantage?
- What does my facility do poorly and/or does my facility have a negative reputation?
- How can these challenges be improved upon to make both the reputation and the work environment better?

### Specifically for Recruitment Material

- Why would an employee want to work in my facility over another facility?
- Does my facility offer unique training or have special features?
- What type of people would work well in my facility?

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\* These questions might also represent headings in your brochure or fact sheet .

- How competitive is my facility with its compensation and incentives?
- Does my facility have good career growth and advancement opportunities?
- Does my facility speak to the unique community features or attractions such as:
  - Healthy lifestyle
  - Inexpensive housing
  - Recreational activities
  - Access to theatre, shopping, entertainment
  - Provincial parks
  - Historic sites, etc.

### Specifically for Consumer Marketing Material

- What would compel someone to choose my facility over another?
- What programs does my facility offer that my audience should know more about?
- How has my facility been successful in meeting the residents' needs?
- What are the special characteristics of my staff and residents, i.e. religion, language, other?
- Are some residents better suited to my facility over others?

Once the content and targeted messages are written, the next step is to get your messages to the people who you want to hear them.

#### A Note on Branding

What you say about your facility, how you speak to consumers, the perceptions you want people to maintain about your facility, the colours you choose, the logo you have, everything you say and do towards your audience about your facility is your brand. Branding is the process of attaching a name and a reputation to your facility.

Through consistency in how you are visually represented to your audience, your message and approach to marketing, you can reach a point of branded recognition in your community and throughout your audience. As you think about your marketing message, your material and who you want to speak to, your brand will help guide you.

**Remember that your facility is your brand.** This means that your facility, your staff, your mission and your values should all be reflective of your brand character. If you choose to talk about offering a team based positive work environment with real growth opportunities as part of your recruitment message, then that must be exactly what your audience sees when they come to your facility.

Good and consistent branding is very important and can evolve into "trust marks" which can permeate throughout your community and provide you with an indelible endorsement. Consumers, whether potential residents or staff, will know that your facility means quality and consistency and can trust any information and care that come from your facility.

Brand building will take time at first. You have to ensure that your communications and your facility are all working in tandem together. However, once this is done, good and consistent branding will provide you with better value for your marketing dollar, better return on your overall investment and stronger recognition.

## The Foundation

### 9. Marketing & Advertising Vehicles

Choosing the right mix of marketing and advertising vehicles should follow from your strategy, your target audience, your budget and other variables that impact how you speak to your consumer. Whichever mixture of marketing vehicles you choose to deliver your message, an integrated and consistent communications plan will provide you with the greatest impact on your audience.

#### Traditional Facility Recruitment Marketing Material

Your target audience should be top of mind when you choose, develop or reshape your marketing material. Take into consideration where you might find your target audience and how they will view your message. Think about:

- Where they live
- How they receive information
- How your target audience makes decisions
- Where they go to find information
- How they are most likely to receive messages - do they read the newspaper? (and which one), do they watch local news?, or do they talk with their religious leader?

Some of the more traditional recruitment marketing vehicles include:

#### A. Facility Brochure(s) that\*:

- Showcases your facility
- Is customized for each of your target audiences, i.e., if you have a special program for seniors with cognitive challenges, make sure you develop a brochure or other marketing materials that speaks to your special program.
- Provides a positive facility description and an overview including:
  - location
  - size
  - highlights or special features
  - contact information
  - is visually stimulating and appealing (use pictures if possible)
  - contains a section on the number of employees, range of employment occupations and the special roles and contributions employees make to the facility
  - contains a community/local environment section
  - includes your web site address and contact information

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\*You may want to produce a number of facility brochures based on who your target audience is for example, one that speaks to potential residents and one that speak to potential job candidates.



**B. Facility Career Information Booklet/Brochure(s) that:**

- Identifies available careers and growth opportunities
- Highlights positive elements of the career position, the work group/team and the working environment (e.g. facility feels like a family)
- Specialized programs of the facility
- Has a statement on the facility’s community reputation (e.g. employer of choice or LTC provider of choice)
- Contains a comment on the stability of the workforce (e.g. people stay because they enjoy their work and environment)
- Ideally contains some positive testimonials from satisfied employees
- Includes contact information and any special instructions you may have for your target audience (e.g. where resumes should be sent and to whose attention)

**C. Recruitment Packages**

A branded recruitment package that outlines information for potential job applicants is a great tool to have available. The recruitment package could include:

- Your mission and vision statements,
- The history of your facility,
- The programs offered,
- Facility brochure,
- The types of positions available at your facility and their job descriptions.

Your branded recruitment package can assist you in making your recruitment efforts consistent and targeted; candidates who read the information will be given the messages that you choose to be important.

The scope and content of your recruitment package can vary from a single information sheet to a brochure or binder. Whichever format you choose, try to ensure that all of the information you put in your recruitment package is current and relevant. Look at the type(s) of information people have sought in the past or the most frequently asked questions and include them in your package. Ask your staff to look at the recruitment material and provide their feedback. Other components of your facility recruitment package might include:

- Your business card or your HR contact’s business card
- Facility brochure(s)
- Endorsements from current employees or community members
- Job application form
- Web site address/e-mail address
- Facility address and map with directions

## The Foundation

### D. Portable Marketing Booth

A portable booth is a terrific way to generate attention at career fairs, open houses, local community centres, job fairs, trade shows, community events, etc. The booth material should be relevant to your target audience and should represent your facility in an attractive and meaningful manner. The messages on your booth should be consistent and compelling. Your aim is to tweak your audiences interest and generate requests for more information.

### Facility Advertising Vehicles \*

Once your marketing objective, strategies and messages have been developed, there are a variety of advertising vehicles that will help you reach your audience in the most effective manner.

Advertising can take on many forms and can be employed through many vehicles, from traditional newspaper and radio, to less traditional Internet tactics. How you choose to approach and speak to your target audience should be based on where your target audience is located and how effectively you can speak to them. Facilities should choose advertising vehicles that will provide them with the greatest exposure to their audience. Often a combination of advertising vehicles works best (e.g., newspaper and direct mail). Below are some of the more traditional advertising vehicles:

**Free local and community newspapers** – A lower cost alternative to mainstream newspapers, but often very effective. The publication may be just as accessible and may appear in more outlets than high circulation papers.

**University/college papers and publications** – Most colleges and universities have student publications, which invite advertisements from local business. This is a great opportunity to reach and intrigue future job candidates.

**Outdoor billboards and transit ads** – Depending on the community and the availability of public transit, outdoor and transit advertising can offer a great deal of public and community exposure.

**Professional journals** – There are a number of journals available in most professions which are administered by professional associations or media outlets.

**Direct mail** – Through tailored postcards, flyers or brochures a campaign targeted to a particular community can draw out people who may be attracted to a long-term care facility career. Direct mail campaigns are great conduits to raise community awareness.

**Collateral material** – Collateral material includes such items as posters and pamphlets. Placing collateral material in local centres (community, pharmacies, grocery stores, etc.) is a great way of raising awareness and providing unsolicited information. You can also use this material in your facility and send it out upon request.

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\*You may also refer to Advertising Vehicles as Advertising Mediums. They tend to be used interchangeably.

**Bulletin boards** – Most communities have bulletin boards available in many locations - community centers, stores, town halls, Chamber of Commerce, libraries, etc. These often provide a free opportunity for employers to post available positions.

**Internet** – More and more consumers are using the Internet to search for information. The long-term care facility sector is no exception. Your facility, special stories, programs, philosophy, or mission statement and staff profiles, should be placed on a facility web site. Also, remember that people will be looking through the *Long-Term Care Facility Sector Employment and Information Web Site* ([www.ltccareers.com](http://www.ltccareers.com)) and have the opportunity to link to your facility web site through the facility locator. \*

**Radio** – Radio may range from an expensive on air advertisement to an inexpensive public service announcement. Local conditions and the availability of local radio will dictate how viable this opportunity may be for a facility.

**Television** – Similar to radio, this option is market dependent on cost and availability. Local stations can provide you with a less expensive TV, billboard or 10 second ad.

## Other effective communication techniques

There are many other effective marketing techniques with a wide variety of applications. Some are surprisingly simple and effective, while others are more sophisticated and expensive. Whatever technique or vehicle you choose to use make sure it is always accurate and up to date.

**Here are some examples of marketing vehicles which you may find suitable to use for your facility:**

### General Marketing

- A logo and/or a slogan to provide a consistent facility identifier and focal point for all marketing material
- A marketing poster to place on community notice boards, school guidance offices, etc.

### Recruitment Focused Marketing

- A marketing sign or banner soliciting caring employees and inviting requests for career information. Place it in visible locations and in high traffic areas
- A recruitment letter/fact sheet/brochure to be mailed out to residents' families asking if they know of anyone interested in a career at your facility
- Targeted career marketing advertisements for placement in professional journals, newsletters, etc.

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\*For more information on the Internet see Section 2.1 to learn more about Internet possibilities. Also see Booklet 2 on "Building a Web Site from A to Z."

## The Foundation

- Targeted career marketing brochures aimed at the occupation where you have a specific need (e.g. Registered Nurses (RNs), Therapists, Dietitians, etc.). These should accentuate the positive aspects of your facility, career options and incentives for the target group. These should be available to send out in response to inquiries.

## Consumer Focused Marketing

- A poster or brochure for use in local community centers or Older Adults' Centres
- A newsletter sent throughout your community that describes about your facility offerings, residents and staff
- A package with various fact sheets about all your facility programs
- Community Care Access Centre (CCAC) marketing packages that have unique brochures for each of your programs and information and fact sheets about your facility. You may also wish to send CCACs and local newspapers "good news" stories about your facility or people who work and/or live there.

## Implementation of Sample Marketing Tools or Tactics

Below are some different marketing options with suggestions for implementation, which are based on your needs and budget.

Marketing Tool/Tactic	"Costly Option"	"Inexpensive Option"
Design brochures	Hire a professional writer and graphic designer	- design and write your own brochure with staff and residents contributing photos - work with the local high school, community college marketing programs
Portable Marketing Booth	Hire a professional firm	- use a table, easels etc. to custom design & build and create your own - borrow a portable booth from your local Chamber of Commerce as required and create your own marketing material for it - partner with other facilities and share a booth at job/career fairs
Marketing Poster	Hire a professional artist	- ask a professional to design and produce a poster by donating their time and talent - partner with a local school and run a poster design contest - run a staff competition
Design a Logo/slogan	Hire a professional Public Relations Firm or Design Firm	- run a community competition to raise awareness in your community - run an in-house competition that could involve staff & residents. Could contribute to overall morale and staff buy-in

## 10. Tracking and Evaluation

Tracking and evaluating the success of your marketing campaign is a difficult task. Even more difficult is the development of your tracking procedures and benchmarks required for your plan. In this section you will need to articulate how you are going to track the effectiveness of your communications campaign and how you are going to define and gauge "success". Since success has different meanings to different people, you will want to develop a strategy that will provide you with quantifiable results.

As an example, by spending x dollars on a direct mail campaign, you expect a y% rise in interest in your facility. If this does not happen, revisit your initial strategy and revise your marketing plan.

Every component of your marketing plan builds on the work you have previously completed. Developing evaluation tools will do the same – they should be based on your communications strategy and your business objectives. They should demonstrate whether your communications campaign is meeting/exceeding expectations.

Your marketing plan should articulate your objective, tracking methods and proposed response rates. Without this information, there is no way of knowing if the money you are spending on marketing your facility to consumers is working. The more tracking and review methods you have in place, the more in control you will be with your proposed budget. It makes little sense to spend resources (money and time) on marketing efforts that do not work.

Below are some useful ways to analyze your return on investment (ROI):

### Recruitment

- An increased volume of resumes received for a specific vacancy (as compared to previous advertising efforts) may reflect a positive ROI. For example, if you receive more than a 10% increase to your usual resume volume, your advertising efforts are positive.
- An increased rate of "expressions of interest" from prospects (based on number of calls, inquiries, general information requests received by the facility generally, or by the individuals responsible for recruitment) may reflect a positive ROI. If there is a greater volume of calls, then your advertising is reaching more people.

### Consumer

- An increased volume of people requesting information may reflect a positive ROI. If you receive more than a 10% increase to the usual information requests after advertising, you can make the assumption that your advertising efforts are positive. You can always ask the interested party how they heard about your facility as a basic way of tracking responses.

**If you are not receiving a positive and significant lift in the number and/or quality of candidates interested in your facility positions, you should consider employing a new advertising tactic.**

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# **11. Action Plan and Implementation**

### **Roll out plan and Schedule**

The action plan takes two forms: roll-out plan and schedule. What goes into launching your marketing campaign, who is responsible for every task, and when your marketing efforts will begin and end, are what make up your action plan, or simply, all of the things you will have to complete to launch your communications campaign. The roll out plan is a high level breakdown of what you plan to communicate during a specific period of time. The schedule is an actionable breakdown of responsibilities and dates required to fulfill your roll-out plan.

### **Budget**

Once you have taken the time to list all of the marketing activities, your next step is to develop a budget and assign costs to each activity. You may need to revisit the justification for your activities if you find that the costs are more expensive than anticipated. Marketing is not inexpensive but, if done well and with the right mixture of messages and vehicles, you get a favourable return on your investment.

You should ensure that your marketing budget is revisited every quarter. You might want to set budget benchmarks that are associated with your tracking methods. In the end, you want to ensure that the money you are spending on marketing is providing you with the ROI you require. A quarterly analysis will help you to stay on track and will flag any changes that should be made before it becomes irreversible.

## "Smart Tips" for Marketing and Advertising.

- Think about your facility's mission, vision and value statements. These may provide you with an excellent foundation for your marketing messages.
- Oversimplification is the rule of thumb. Make sure your positioning and messaging are simple and to the point; otherwise, your consumer will not remember who you are or what you are about. Long and complicated messaging will work against you.
- One very effective way of developing consistency in marketing material is to create a logo and/or slogan. This is a way of developing "brand" recognition for your facility and may be used on all communication material. A positive brand image will invoke trust amongst your target audience.
- Consider having an employee and/or resident contest. This can have the added value of fostering relationships and adding involvement and ownership to the participants. In addition to being a "brand" identifier, it can also be a source of employee pride.
- Newspapers can be very helpful and have lots of information relating to their circulation and reader base – ask questions and get information about whether the type of individuals you are targeting are part of the reader base before committing to advertise.
- Remember that each profession you are looking to hire has a different "trade language". Your copy should be reflective of these differences so you are perceived to be knowledgeable and serious.

**Develop a Newsletter:** Create a newsletter that focuses on your facility and your people. This can be used externally to raise awareness and intrigue the interest of potential candidates while reinforcing your brand. This can also be used internally as a way of informing current staff of programs and events, which they in turn, can use for word of mouth recruiting. Newsletters are an inexpensive and highly visible advertising tactic.

Remember your long-term goal is to **build relationships** with the professionals you want to work for you. The fact that you are ready to hire does not mean that all of the people you require will be available. If you manage the relationships with these candidates over the long-term, chances are that your cost to recruit will reduce over time.

**Understanding** what makes a potential candidate choose one long-term care facility over another is one of the most important recruiting tools you can leverage. To be truly competitive in the long-term care facility sector you must know and be able to articulate why your facility should be considered an employer of choice.

### **Communicating with your Local Community Care Access Centre (CCACs)**

Ensuring that your local CCAC is aware and understands all of the programs your facility offers is one of the most important marketing communications you will employ. As the CCACs are responsible for the management of long term care facility placement in Ontario, it is important that the CCAC know as much as possible about your facility, all of the specialized and generic programs you offer and any points of differentiation. All of your marketing material should be sent to your CCAC. As with all of your marketing material, you must ensure that all of the information is up- to- date and that when some material changes, you send the revised materials to the CCAC.

Appoint yourself, or a staff member, as your facility CCAC coordinator. Their role is to ensure that your local CCAC has all of your most recent information and marketing material.



# HR Recruitment Marketing Tools & Tactics

2



# 2.1

**SECTION**

## Recruitment Marketing: The Power of Internet Recruitment Tactics

## Internet

# Introduction

The Internet allows you to attract candidates from a wider geographical area than traditional vehicles such as newspapers. Some job sites are targeted at specific professions or industry sectors, and thus provide you with access to a concentrated and well-defined market of job seekers.

This section focuses on the tremendous opportunities the Internet provides for recruiting in the long-term care facility sector. This section will review the options available on the Internet and lead you through a plan of action for recruiting on the Internet.

## Why the Internet?

Job seekers often use the Internet to find out more information about potential employers. Job seekers who typically use the Internet include:

- High school students planning their future career path (including Guidance Counsellors who coach students on career choices)
- College and University graduates searching for their first professional job
- Health care professionals considering a career change
- Former health care professionals returning to the workforce
- Health care professionals from outside the province or country

Job seekers may search the Internet to find your facility through:

### 1. Your Facility Web Site\*

As you have control over the content of your web site, you have a great opportunity to make sure messages relating to employment opportunities are available and that your facility is marketed in a strategic and meaningful manner (remember your facility is your brand). Your facility web site is a powerful marketing tool and will set the context of how your facility is perceived by your audience.

### 2. Associated Internet Links/External Career Web Sites

Details about your facility may be available through Internet links (for example your representative association) and through <http://www.ltccareers.com>

**Note:** You should be aware of all information relating to your facility on the Internet and ensure that the information and descriptions are accurate and consistent with your other marketing messages.

**Note:** Being able to access information about your facility through a web page on the Internet is a very powerful and necessary marketing tool.

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\*Consumers can search for information about your facility 24 hours a day from anywhere in the world. For more information on developing a web site please see Learning Series Booklet II: "Building a Web Site from A to Z"

### 3. External Career Web Sites

Using your facility web site to provide information and advertise positions is an excellent first step to improving your recruiting efforts. However, it may not be enough to meet your hiring needs (particularly large scale recruitment requirements). To reach the maximum number of qualified candidates, you should consider advertising on a career web site. More information is provided in the next section.

## Using an external career web site to post job advertisements

Before you make the decision about which career web site to post your job ads, consider these six steps:

### Step 1 - Select a Type of Employment Site

Employment sites fall into two major categories: mass-market and speciality sites. Mass market sites post jobs for all professions and employment sectors, while speciality sites focus on a specific profession or industry.

Advantages of Mass-Market Sites	Advantages of Specialty Sites
<ul style="list-style-type: none"> <li>• Greater number of potential candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Focused on specific career types</li> </ul>
<ul style="list-style-type: none"> <li>• Wider range of services (see step 3 for more information on services)</li> </ul>	<ul style="list-style-type: none"> <li>• Site management likely to understand the services required for the career specialty area (selection criteria, sector culture and terminology)</li> </ul>

### Step 2 - Select a Specific Site

Once you have decided which type of site to use, you will need to select a specific service provider. Where possible be consistent with your branding and messaging. Look for a provider who can accommodate your needs. Here are some things to consider during your selection process:

#### Number of Visitors

Like any form of advertising, you want your message to be seen by as many qualified individuals as possible. Look for web sites that have high traffic levels (number of visitors). The customer service department of the employment site will be able to provide you with traffic level information. You may also want to browse the site yourself and note the number of job postings and how current they are.

## Internet

### Services Offered

The number and quality of services offered by employment sites varies widely. Some sites will only post a simple text ad, while others offer services similar to an employment search agency. Ask the provider about their service offerings.

### Cost

The costs for posting jobs on sites vary by provider and the additional services you choose. Some providers offer service packages which may alleviate the actual cost of advertising. When comparing prices be sure you understand the services being offered as well as the price. If you are a member of a professional association check with them as free postings may be included in your membership.

### **Step 3 - Select a Package of Services**

Once you have committed to a web site, you will need to make two more decisions: How many job postings do I need? Do I need any additional services?

#### **Typical Posting options:**

**Single Ads:** Advertise one position for a specific period of time eg, (1 or 3 months is typical)

**General Ads:** Ads can contain more than one position per ad (e.g. 2 Registered Nurses required)

**Job Ad "Packs":** Advertise a number of positions for a specific period of time eg, (20, 50, 100 ads over a 3 or 6 month period)

**Unlimited Ads:** Post as many ads as you need over a specified time period. Purchasing multiple ads is usually cheaper, on a cost per position basis. On the other hand, purchasing a single ad keeps you flexible.

Consider your facility's hiring history and long-term hiring plans when you are deciding how many Internet postings to purchase. For example, if you know that you need to hire approximately 20 new nurse's aides every year, this should provide you with a starting point in determining how many job ads to purchase.

### **Step 4 - Post Your Job Ad**

The next step is to post your facility's job advertisement. Be sure to make your ad as engaging as possible; try to grab your audiences' attention within the first sentence of the job description. Before you compose your job ad, think about your *Facility Marketing Message* and *Marketing Strategy*. These will help you to anchor your copy and maintain a consistent message and tone.

See "Job Advertising Template" on pages 35 & 36.

## Step 5 - Respond To Applicants Immediately

On-line recruiting works at a very fast pace. Once you have identified qualified candidates, contact them as soon as possible. Remember that other employers can also use the speed of the Internet to move quickly. Job seekers using employment sites will probably apply to more than one employer. The first employer to contact the candidate has an advantage and is less likely to lose attractive candidates to other employers. The rule of thumb is to contact candidates within 24 hours.

**Note:** More and more Internet job postings are putting a disclaimer in their ads informing candidates that they will be contacted only if they meet the job qualifications.

## Step 6 – Evaluating the Site

After you have used an employment site a few times, you may want to analyze how effective the site has been in meeting your hiring needs. You have to be realistic about the results - it is either meeting your recruitment needs or it is not. There are some questions you can ask yourself which might assist you in determining the site's effectiveness:

- Have your postings attracted a large number of responses?
- Were many of the responses from quality candidates?
- Did you hire any of these candidates?

If the answer to most of these questions is "no", you may wish to start looking for an alternative job posting site.

## The Ontario Long-Term Care Facility Employment Information Web Site

The Ontario Long-Term Care (LTC) Facility Employment Information Web Site is targeted at job seekers and provides a variety of information about employment in Ontario's long-term care facility sector. Information provided by the web site includes:

- An overview of the long-term care facility sector
- Information about various careers in long-term care facilities, and training and certification for these careers
- Tips on finding a job
- Contact information for all long-term care facilities in Ontario
- Links to career web sites and other relevant job search web sites

Some of the information contained on this site is useful to long-term care facility operators. In particular, facility operators should visit the section of the web site which contains links to career web sites. This information will provide a list of potential career web sites on which to post your employment vacancies. Use the list and review it (using the tips in the previous section of this guide) to determine where to post your online job advertisements.

**The website can be found at <http://www.ltccareers.com>**

## Internet

### Using your facility web site for employee recruitment

Having an up-to-date and appealing facility web site is a powerful recruiting tool. As your facility web site may be visited by both potential facility residents and potential facility staff, the look and feel of your site should be compelling and engaging to both audiences. Try to keep consistent with your brand image and facility's mission, vision and values.

Your facility web site should have a home page and links for each of your web site audiences to visit e.g., you should consider directing potential employees to one page while keeping potential residents on another page:

**[www.yourfacilityname.ca/careers](http://www.yourfacilityname.ca/careers)**

Clearly mark the careers page and describe each of the positions in detail. Include all of the required competencies in the description to reduce unqualified responses. Consider putting your web site address on all of your advertising material to “cross promote” your recruitment efforts, and offer potential candidates an opportunity to screen your facility and assess accurate fit.

You may want to consider adding or developing the following components to your facility web site:

- The history of your facility
- Mission statement – your vision and values
- Services your facility offers
- Facility culture
- Languages spoken or other defining characteristics of your facility
- Quotes from current employees
- Community information
- Addresses and maps to visit your facility
- Contact information (phone and e-mail address for resumes or questions)
- Listings of upcoming events and job fairs

A facility web site is a cost-effective recruiting tool that can reduce the hiring cycle time and provide you with a pool of qualified candidates.



## "Smart Tips" for Internet Recruiting

### Four Reasons Why the Internet Is So Powerful

#### 1. Shorter Recruitment Cycle

The Internet shortens each step in the recruitment cycle. Once you submit a job advertisement, it is usually posted immediately. Interested candidates can instantly submit electronic applications and you can quickly screen those applications. Once you have identified quality candidates, you can contact them right away. This quick "turn-around time" can give your facility the edge in today's competitive labour market.

#### 2. Cost-efficiency\*

Internet recruiting usually has a lower cost per hire than traditional recruiting methods. Built-in efficiencies in posting job advertisements, screening and contacting candidates, and updating information make Internet recruiting both fast and cost-efficient.

#### 3. Better Marketing Opportunities

Most Internet job sites will provide a link to your facility web site. This allows you to provide more details about your facility and to promote it as an exciting place to work. An informative and well- designed web site is important to attracting quality candidates.

#### 4. Advanced Screening Techniques

Some job sites allow you to pose screening questions to candidates during the application process. This allows you to identify the candidates that best match your needs. Some sites will even sort and rank applicants automatically, according to the criteria that you establish. This can save you a lot of time, especially if you have a large number of applications.

### Use the Internet Effectively

- Be quick - Respond to e-mail inquiries within 24 hours
- Keep your advertised jobs current - If your employment needs change, update your job ads as soon as possible, and remove old ads once the position has been filled
- Provide points of contact - Make sure you have an e-mail address or phone number as a point of contact on all advertising
- Track effectiveness - Find out how many prospective job seekers you are reaching by tracking the number of visits (called "hits") on your job advertisement
- Market your facility as an "employer of choice" - Take every opportunity to provide information about the work environment at your facility and portray your facility as a good place to work
- Create an Internet template to immediately acknowledge "long listed candidates". For example: "Thank you for your application. We will be considering you for the position and will get back to you within the next two weeks to update you on the process". The caution to this approval is that whatever commitment you make, deliver on it, otherwise you are undermining your reputation.

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\*For more information on the cost efficiencies of having a web site please see Learning Series Booklet 2: "Building a Web Site from A to Z" .

## **Internet**

### **Other Web Site Design Tips\***

- Start small and make sure in the beginning that you are able to put job opportunities on your site. Once you see how many respondents you get, you can build in functions for candidates to submit their resumes online immediately.
- The web site should not replace traditional methods of advertising but should complement them.
- Make sure your web site address is featured in all of your advertising.
- Make sure your brand is identified throughout your web site.
- When you move to a more sophisticated web site, try and build in an automated response system that will advise candidates immediately that their resume has been successfully received. By doing this, you reduce the number of phone calls from anxious candidates.
- Ensure that you are in the position to handle the increased flow of calls. Make sure you have enough people (contract or full time) to screen resumes and select candidates.

### **Enhance Your Facility Web Site's Functionality**

- Think about developing an on-line application and registration form which can be accessed on your facility web site. This is a cost-effective and efficient way of developing your recruitment pool.
- Think about maximizing your facility's exposure to potential candidates. Consider having your web site linked to professional organizations, community organizations, on-line directories or job sites. Send an announcement to these associations in case they want to link to your facility's web site.
- In the job descriptions you post on an external career website, include your facility web site web address and a link. This allows job applicants to learn more about your facility and gives you another opportunity to promote your facility as a great place to work. In other words, fish where the fish are biting.

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\*For more information and web site design tips please see "Building a Web Site from A to Z" Learning Series Booklet Two.

## Internet Job Advertising Templates

The following are examples of typical job posting templates for use on the Internet. These are only examples and should be customized for your facility and employment needs.

### External Career Site, Form Posting

This type of job posting includes the type of information typically required of external career web sites.

**Job Title** Personal Support Worker – Nurturing Nursing Home  
**Reference No.** XX01  
**Posting Date:** August 1, 2003  
**Category** Personal Support Worker/Visiting Homemaker/Health Care Aide  
**Employer** Nurturing Nursing Home  
**Location** Hawkesbury, Ontario

**Position:** Personal Support Worker – Nurturing Nursing Home  
 The PSW will assist residents with their daily living activities. Specific tasks may include physical care, such as supervising and/or assisting residents with bathing, dressing and feeding. This individual may also support an individual to participate in social and leisure activities in the nursing home.

**Educational Requirements:**

High School completion; while graduation from a PSW program is preferred, it is not essential. (etc.)

**Work Environment:** Among its staff, Nurturing Nursing Home is known for its staff education and on-the-job learning opportunities, as well as its commitment to work, life balance through practices such as flexible scheduling.

**Employment:** Full-time (or Part-time or Casual)

**Salary/Benefits:** According to union contract

**Applications:**

Please submit your resume by email to the above email address, quoting job reference number, or apply online at [www.fictitiouscompany.ca](http://www.fictitiouscompany.ca) by September 1, 2003.

Contact Jane Smith, Human Resources Director  
 Phone (613) xxx-xxxx  
 Fax (613) xxx-xxxx  
 E-mail [janesmith@fictitiouscompany.ca](mailto:janesmith@fictitiouscompany.ca)

**Company Description/Work Environment:**

“Fictitious Company” operates high quality nursing homes, retirement homes and provide community-based nursing services across Canada and the United States. In operation since 1940, “Fictitious Company” is known for its excellent care and nurturing environment, serving more than 8,000 seniors across North America. In Ontario, our company is also constructing 3 new facilities in the Ottawa area. For a complete listing of our facilities and associated career opportunities visit our web site at <http://www.fictitiouscompany.ca>

## Internet

### External Career Site or Facility Web Site, Alternative Posting

This type of job posting includes the type of information sometimes found on a facility web site.

**Job Title** Registered Nurses – Full time and part-time  
**Program:** Glen Grove Long-Term Care Facility

The Multi-Cultural Geriatric Centre is a ... "description of the organization". The Centre is currently seeking a dynamic individual for its new Glen Grove LTC facility, which will provide care to 300 seniors from the south Asian community in Toronto.

Importantly, our organization is seeking an individual who can recognize, and has a willingness to address, the needs of seniors. As a Registered Nurse (RN), the successful candidate will have the ability to perform in-depth assessments of resident needs, and undertake care planning. In addition, he or she will provide high quality nursing services, including the administration of medications. This position requires the RN to function independently and provides an excellent opportunity for RNs who wish to advance into leadership roles. The incumbent will have effective communication skills and the ability to interact with colleagues, residents and their families.

There are both full-time and part-time nursing positions available at Glen Grove LTC Facility. Individuals are sought, with a willingness to work the evening shift, 3:00 p.m. to 11:00 p.m, including alternate weekends.

Successful candidates will be registered in good standing with the College of Nurses of Ontario. A current CPR certificate is required. Our organization seeks individuals with at least two years work experience in gerontological care or a related field. Desired skills include leadership abilities acquired in a supervisory nursing position, and good communication skills in both English and a South Asian language or dialect.

If you are interested in working in this rewarding environment, please send your email and a cover letter by fax or email (word format files only) to:

**Email:** [norajones@nursinghome.on.ca](mailto:norajones@nursinghome.on.ca)  
(Include the following on your e-mail Subject line: RN – LTC facility)

**Fax:** (705) xxx-xxxx, Attention Nora Jones, Administrator

The deadline for submission of applications is October 1, 200x. For more information about our long-term care facility, please visit our website at <http://www.nursinghome.on.ca>

**SECTION**  
2.2

Maximizing Job Fair  
Recruitment

## Job Fairs

# Introduction

Job fairs (also referred to as career fairs) remain one of the most popular recruitment tactics for long-term care facilities. Job fairs are an excellent source for recruiting large numbers of staff, or for targeting specific job occupations. Job or career fairs are used widely in the health care sector with good results.

## The Benefits of Conducting or Participating in a Job Fair

A job fair is a great opportunity for facility operators or human resources staff to meet prospective employees face-to-face. Here, the facility representative can personally deliver information about careers in long-term care, positions available (current or future), the work environment, benefits, career progression, etc. Job fairs provide an opportunity to perform an initial "screening" of the candidates via informal discussion, receipt of a potential candidate's resume, or (in some cases where time permits) a mini on-site interview.

## Who Attends Job Fairs?

Most people attending a job fair consider it to be a low pressure atmosphere (compared to a formal interview setting) so recruiters are likely to see a more natural side of a potential candidate's personality. People who attend job fairs typically fall into three categories.

- **Active job seekers** – If your facility has immediate openings, these are your "hottest prospects".
- **Future job seekers** – These individuals are important as they may be a part of your future candidate pool.
- **Latent job seekers** – These individuals are important. They may be interested enough to keep your facility in mind when they do become active in their job search. As well, they may be a very good source of applicant referrals – if you impress them, they will keep you in mind if a friend or relative is looking for work in the future.

## Types of job fairs

The following chart highlights various job fair options and provides some information about the pros and cons of each option, as well as an idea of the level of potential expense.

Type of job or career fair	Description	Pros	Cons	Range of potential expense
<b>Hosting a fair for your facility</b>	Using several potential locations (at the facility, a mall, a community centre, etc.)	<p>Captive audience for your facility</p> <p>If held on-site, it gives the prospects a chance to see the work environment</p> <p>Personal approach</p> <p>Provides an opportunity to target the particular occupation sought</p> <p>The facility can gear the event's budget to their financial situation</p>	<p>Challenging to draw a large number of people at one time.</p> <p>This approach is more labour intensive than other options. You are responsible for all aspects of the event (planning, executing, follow up)</p>	Low to High
<b>Participating in a fair with a group of facilities</b>		<p>There is strength in numbers to draw a larger number of prospects.</p> <p>Good opportunity to share administrative expenses</p> <p>Caters to prospects seeking a variety of options and choice</p> <p>Extremely important for employers who recruit new staff</p>	<p>Competition</p> <p>Reduces the ability to hold the fair on your site</p>	Low to Medium
<b>Participating in a fair with a college/university</b>	<p>Many college and university Guidance departments conduct job/career fairs for students. This is an opportunity for a variety of employers to attend and offer career information (and jobs) to students.</p> <p>Recruitment of new professionals remains a very important recruitment tactic for all facilities. Establishing relations with local high schools/colleges/universities is a very necessary opportunity for employers</p>	<p>Establish key local contacts</p> <p>Ability to reach the student population</p> <p>General administration costs may be lower as the school may host the fair</p>	<p>Competition</p> <p>May not fill immediate needs</p>	Low

## Types of job fairs (continued)

Type of job or career fair	Description	Pros	Cons	Range of potential expense
<p><b>Participating in a "sector" or career niche fair</b></p>	<p>Event planning company oversees the logistics and planning on behalf of a group of employers (often with a community of interest such as health care). Employers sponsor the event &amp; have booths where they are available to prospects.</p>	<p>Generally good attendance as the planning firm will advertise widely Good opportunity for job seekers to find "like" employers and compare them.</p>	<p>Competition is high Expenditure tends to be significant</p>	<p>Medium to high</p>
<p><b>Participating in an Internet based job fair – NEW TREND</b></p>	<p>Employers participate in a "chat session", where they are able to tell candidates about the facility, discuss available positions, field questions, &amp; accept resumes. The Chat Room will usually be open for a prescribed period of time and can accommodate a specific number of attendees.</p>	<p>Fast, accessible, innovative</p>	<p>No face-to-face contact Currently this trend is not widely available in Ontario. Time may prevent a lot of interaction. Facility human resource staff need a certain level of web skills to participate.</p>	<p>Low to medium</p>



## Choosing the right job fair option for your recruitment needs

There are a number of elements to consider in choosing a job fair suitable to your recruitment needs. They include:

**Budget** – Know your budget – this will help to determine the type of fair you could conduct or attend. If a fair is being "hosted" by an event firm, be sure to get a clear idea of all costs involved.

**Amount and type of positions to fill** – If you are seeking professional staff and you are not sure they reside in your community, often it will be in your best interest to attend a profession-specific fair. Alternatively, if you want to fill a number of positions (particularly during the start up of a facility) you may find it more appropriate to host your own job fair.

**Time commitment required** – Depending on the type of fair you choose to host or attend, the time commitment for logistics, communication and event planning can be significant. You should consider the commitment of time and resources when choosing an option.

**Availability and location of prospects** – If you know there are prospects in your local community, this is a great opportunity to host a fair (particularly onsite) and draw in the candidates to your facility. You may choose to host a job fair in your facility to draw in community based candidates.

## Conducting or attending a successful job fair

Job fair planning and execution is very time consuming but the recruiting results are usually fruitful. Whether you host the event or you attend the event there are typically three key factors to the success of a job fair.

**1. Planning** – As any event, the planning takes a great deal of thought, organization and coordination. The detailed logistics should be a priority.

**The key components of a logistics plan include:**

**The Location** – Secure a proper location where your target audience can easily access you. If you are hosting the job fair yourself you will need to take into account the design and preparation of hosting booths, refreshments, and speakers.

**The Attendees** – Develop a planned communication campaign to targeted attendees, including media advertising, local schools, colleges and universities, and professional associations.

**Marketing Material** – Ensure that you have the right marketing material at each job fair. The material should talk about your facility as an employer of choice and what you can offer qualified candidates.

**Facility Representatives** – Ensure a plan is in place for those from the facility that will be attending, greeting, screening or interviewing. You may want to generate a set of questions and protocols for dealing with particularly qualified individuals, to ensure professionalism should you decide to make an on-site offer or schedule second interviews on-site.

## **Job Fairs**

**2. Execution** – The execution and management of the fair is contingent on the planning that takes place. Routines should be implemented with individual roles and responsibilities clearly set out in advance. As good practice, individuals who will be dealing with attendees for the purpose of establishing their suitability, screening, etc. should not be dealing with event logistics.

**3. Follow up** – Ensure proper follow-up with potential job candidates or "prospects" that the facility plans to contact, or who might contact the facility. These prospects must be managed carefully and tracked to determine whether there may be a potential for employment.

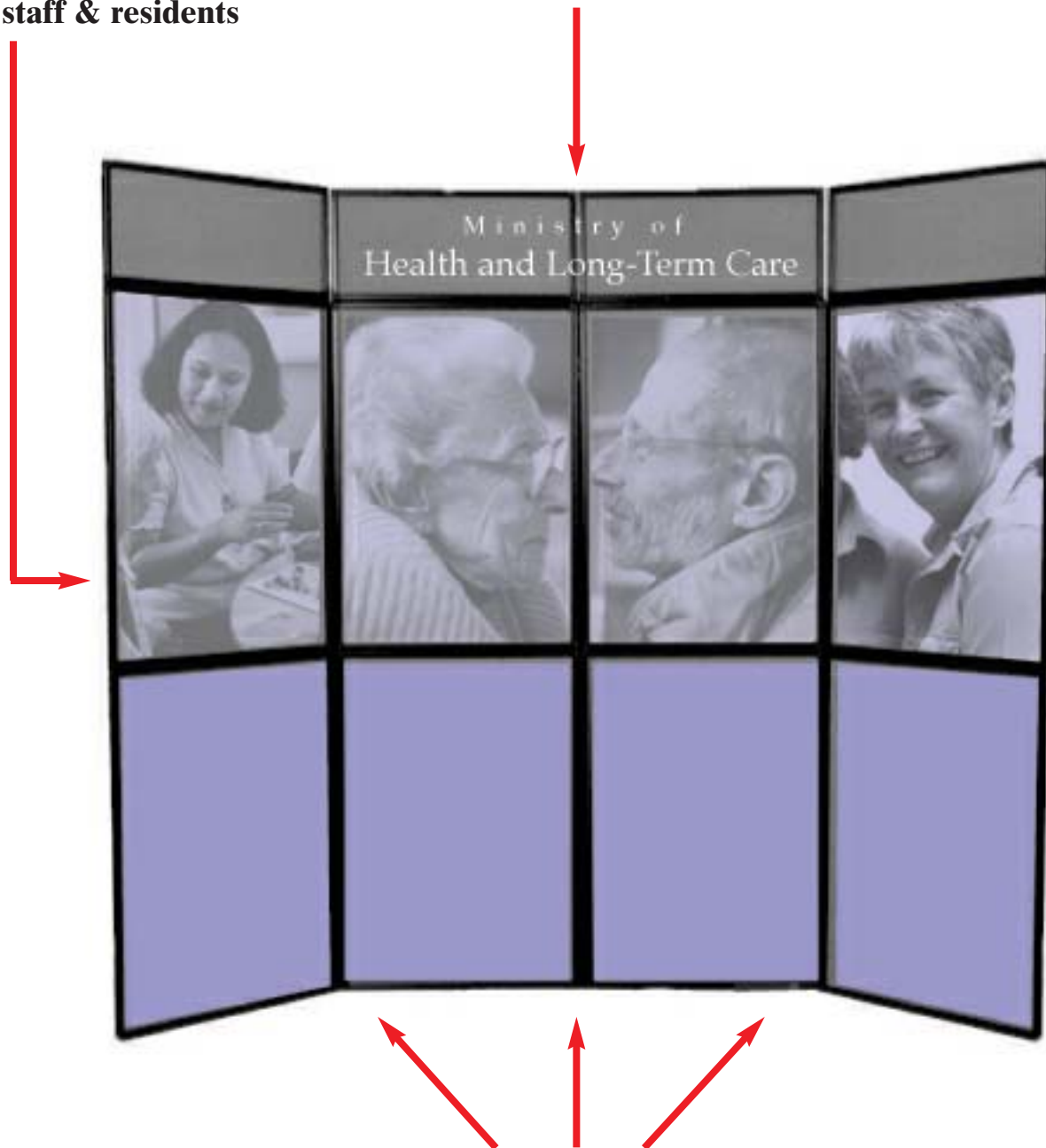
## "Smart Tips" for Maximizing Job Fair Recruiting

1. It is a good idea to have clinical staff at a job fair targeting health professionals. This way people who currently work in your facility can answer potential candidate questions about the environment, employer, etc.
2. Many local high schools/colleges/universities provide education and/or certification for the occupational groups you are seeking. If the educational facility does not currently conduct a job fair, offer to collaborate and target specific student groups. (This could be the start of a long and very "profitable" relationship between your facility and the high school/college/university).
3. On the Internet, use the keywords "Internet job fair" to see where an Internet career fair might be available to you. Consider adding the key words "ontario" or "canada" to focus your search.
4. If you are targeting specific candidates, consider any additional networking opportunity. For example, invite sector associations to the event (e.g Registered Nurses Association of Ontario, Registered Practical Nurses Association of Ontario). If you are targeting the local community, consider inviting local groups to participate.
5. Think about handing out a button, pencil or other paraphernalia which has your facility name and phone number and/or e-mail address on it. This allows candidates to take the material and your contact information with them and keep it in a readily available location.
6. Consider creating a portable marketing booth. A portable marketing booth has a multitude of uses. When not in use outside of the facility, it can be set up in a public place in the facility, as a constant marketing/recruiting tool for visitors, residents and staff.

## Example of a "typical" job fair booth

**Picture of your facility:  
staff & residents**

**Your facility name here**



**Area to set up a display table with the following materials :**

- brochures
- content information (business card etc)
- sign in sheet
- any other relevant marketing material
- job application forms

# 2.3

**SECTION**

## Maximizing & Accessing Your Local Labour Market

# Introduction

Some of the best sources of job candidates reside in your community. This section will help you to formulate a direction to maximize your community presence. Your "Community" should be thought of as both the area and people external to your facility, as well as your internal staff. The strategies you choose to employ will have as great an impact internally as they do externally.

## The benefits of a community presence

Depending on the tactics you choose, successful community recruitment will be based on the profile you establish in your community, the messages that come from your facility and your reputation as an employer. There are many ways to establish and enhance the presence of a long-term care facility in the community. It largely depends on the amount of time which can be allotted to local opportunities available in your community.

## "Best practices" to consider

There are a number of activities a facility can pursue to establish and maintain a presence, promote itself and employment opportunities within the community. As an overriding objective you should focus your efforts on being visible as an exemplarily local corporate citizen. Some ways to achieve this include:

- Sponsorship of a local sports team
- Participate in local festivals or celebrations
- Run a community charity event (e.g. barbeque, craft sale etc.). Maximize your pay back by getting both staff and residents involved
- Participate in local parades and community events
- Enter a facility team in local corporate competitions
- Participate in local fairs, home shows etc. (maximize the use of a job fair booth)
- Partner with other community health care facilities and your local Chamber of Commerce to develop a broad based "community-of-choice/career-of-choice" brochure for promotion of your town, community and facility at out of town job and career fairs.
- Run an annual open house for the community (combine this with a facility job fair or simply provide employment information)
- Set up a student volunteer program with the local high school
- Participate in local school career days, career fairs and job fairs (see separate unit in this manual entitled "Maximizing Job Fair Recruiting")
- Create summer job and intern opportunities.
- If possible, make your meeting rooms available for use by community groups. Participation in community events can enable you to alert and meet with potential candidates about employment opportunities in your facility. This is a win-win for your facility; you can undertake recruiting efforts while supporting worthwhile community programs and events.

## Leveraging your internal community: Your facility staff

Some of your best new employees may come from your current employee recommendations. Human Resource statistics have proven that new employees recommended by your current staff stay longer and tend to be more dedicated to their jobs.

Employee referral programs can take the form of volunteer and incentive-based initiatives. In either case, there should be discretionary- or identified reward systems to promote participation.

### Volunteer Recruitment Program

Volunteer recruitment programs involve passive dissemination of information relating to job opportunities. Staff are encouraged to pass on opportunities to qualified individuals they know who might be available.

#### How to involve staff

- Staff should be provided with information related to the available positions. This could take the form of a written advertisement, an e-mail bulletin, or a posting on a staff bulletin board.
- Alternatively, staff may be advised at formal or informal staff meetings/gatherings.

### Incentive-Based Employee Referral Program

Incentive-based employee referral programs typically involving the active dissemination of information related to job opportunities, with the understanding that rewards may be available to those whose referral turns into a hire.

#### How to involve staff

- A formal incentive-based employee referral program typically includes regular communication to staff with details about the program, the incentives, the facility, and the opportunities available.
- Monetary incentives may be based on the level of position and may be based on the length of stay of the individual recruited. It is common for incentive based systems to reward those responsible for the referral, based on the new hire reaching an employment milestone along a time interval ranging from 3 months to 2 years. Typically there is a fixed price per hire. Alternatively, you may want to consider "in lieu" time off as a reward.
- Non-monetary rewards may include thank-you letters and staff recognition at meetings.

## **"Smart Tips" – Maximizing & Accessing the Local Labour Market**

### **Market to your Employees**

Don't overlook this powerful marketing group. Satisfied employees can be one of your best marketing tools. Ask your employees for marketing ideas that they think will work. You might be surprised to learn what you are already doing right (and wrong).

### **Advantages and Disadvantages of Employee Referrals**

#### **Advantages**

- Referrals can happen very quickly, by staff members who know people who might be interested in future employment
- Inexpensive
- Messages relating to the benefits of employment in the facility can be relayed
- Staff members can be a very good judge of "fit" into the culture of the facility
- Staff often keep in touch with others that share the same training, interests and career aspirations
- Reputation of the people doing the referring will be enhanced if they recommend a good quality person. That is why it is unlikely they will refer people who would not be appropriate for the facility.

#### **There are some disadvantages though,**

- Relationships may be challenged if employees continue to refer inappropriate candidates
- It may take up unnecessary time on your part since you may feel obligated to interview all of the candidates who are referred to you even if they are not suitable.

#### **Remember:**

- Satisfied employees are your best ambassadors. Use this diligently to expand your recruitment network.
- Your overriding objective is to be creative in how you position your facility in your community.



# HR Recruitment Tools & Marketing Template

3



# 3.1

**SECTION**

## Helpful Recruitment Tools

## Recruitment Tool - Recruitment Needs Worksheet

Before you decide which recruitment marketing tactics to use, you should determine your recruitment needs. This tool can assist you. Follow the instructions below to complete the tool.

**1. Make a copy of the "Recruitment Needs Worksheet", which is located in this booklet.**

**2. Consider all the current and potential vacancies in your facility and document them on the worksheet.**

Group vacancies into staff positions, such as "RN", "Dietary Aides", etc, as per the left hand column of the enclosed worksheet. Proceed as follows:

- a. Identify your current employment vacancies
- b. Identify new positions that you are planning to create in the future
- c. Review your staff list, person-by-person, to identify employees who are;
  - i. ready for development opportunities (could perform at a higher level)
  - ii. retiring in the near future
  - iii. leaving for other reason

**3. Identify your potential labour pool.**

Once you understand your staffing needs, your next step is to develop a strategy on how you will find the candidates. The key is to be flexible. Your potential labour pool may be bigger than you think. Use the following questions to guide your analysis:

**a) In what types of candidates might you be interested?**

"Candidate type", in the Recruitment Needs Worksheet, refers to categories of candidates who would be "acceptable" for the position, based on the minimum requirements of the position. This allows you to widen your pool for consideration. For example:

**1) Health Care Professional Candidates** (assumed to require a professional education and designation for the position such as RNs or MDs)

- a. Experience in their profession in a LTC facility
- b. Experience in their profession in a similar environment
- c. Experience in their profession in an unrelated environment
- d. No experience/ may be a new Graduate

**2) Candidates with a Basic Educational Requirement** (you may require a course, diploma or other education at a minimum, but no professional designation)

- a. Experience in the LTC sector in the job for which you are recruiting

- b. Experience outside the LTC sector in the job for which you are recruiting
- c. Experience in the LTC sector but in a different job or experience in a different sector with a similar job
- d. Student/or new graduate from a health related program – no experience

**3) Other** (no basic pre-education required- likely on-the-job training)

**b) Where are you most likely to find your candidates?**

Identifying where you will most likely find the candidate(s) you are looking for is also an important consideration. Does this type of candidate already exist in your current workforce or local community? Or do you need to expand your search? Here are five possible locations, to consider:

- Local Community
- Nearby Town Or Urban Centre
- Anywhere In The Province
- Anywhere In The Country
- Out Of The Country

**c) What combination of candidate type and location would work best in your circumstance?**

In general, candidates with paper qualifications and little or no experience are more expensive to train for your specific job. Candidates who are farther away geographically from you can also be more expensive to recruit. A fully trained professional located in your immediate community is probably your most cost-effective choice. However, if your ideal candidates are scarce or non-existent, you may need to consider other types of candidates and to broaden your geographic search.

Review every position you have identified on your Recruitment Needs Worksheet and choose both a candidate type and a geographic location for each.

**4. Identify your preferred recruitment tactics.**

Using the Recruitment Tactics Menu, consider what you think would be the most cost-effective and reasonable choice for each position identified on the Recruitment Needs Worksheet, in order to focus your efforts. On the Recruitment Needs Worksheet, complete the column entitled "Preferred Recruitment Tactic".



## Recruitment Tool - Recruitment Needs Worksheet (continued)

Position Groupings	Specific Position	Immediate Now- 3 months	Short Term 3-6 months	Longer Term		Candidate Location	Potential Type	Preferred Recruitment Tactics (From Tactics Menu)
				1 - 3 years	3 - 5 years			
Environmental Services								
Nutrition/Food Services								
Recreation/Rehabilitation								

## Recruitment Tool – Recruitment Tactics Menu\*

Here is an overview of commonly used recruiting tactics and the position types, candidate types, and geographic locations associated with each tactic.

Tactic		What is it?	Who and where does it reach?		
			Position type	Candidate type	Geographic locations
Advertising		Job advertisements targeted to specific areas via newspapers, professional associations, etc.	All positions with a focus on certified and professional positions	All candidate types	All areas of Ontario
Internet Recruiting		Advertising positions using a variety of services available on the Internet	All positions with a focus on certified and professional positions	Graduating students Existing professionals	All areas of Ontario
Job Fair		An event held by or attended by a facility to attract a target type of employee	All positions with a focus on certified and professional positions	Graduating students New graduates Existing professionals	All areas of Ontario
Local Labour Market		An informal network of local community contacts to generate interest in employment within the facility	All positions	All types, from high school through existing healthcare professionals	All areas of Ontario
Word of Mouth & Employee Referral		Informal communication within a facility or through a program to generate employment referrals	All positions	All candidate types Graduating students	All areas of Ontario
Career & Placement Centres		Working with federal, provincial, and municipal placement centres to find staff who are actively seeking employment	All positions	New graduates Existing professionals New graduates	Areas of Ontario where centres exist
Out of Country		A recruitment campaign targeted at professionals from outside of Canada. Usually for particularly hard- to-recruit positions	RN, RPN, PSW	Existing professionals New graduates	Large urban centres
Professional Associations		Contact with professional associations who maintain networks of professionals working in long-term care facilities.	Primarily professional positions	Existing professionals	All areas of Ontario

\* Use this tool to help you complete the "Recruitment Needs Worksheet" on pages 54 & 55.



## Recruitment Tool – Track Your Success Worksheet

Here is a worksheet to track your success in recruiting new employees. Use the Recruitment Tactics Menu to help you complete column A of this worksheet.

A Recruitment Tactic	B # of applications	C # of interviews	D # Hired	E Total Costs	F Efficiency Cost Per Hire E/D



# 3.2 SECTION

## Marketing Plan Template

# Contents of Marketing Plan

## **1. Executive Overview**

## **2. Market Overview**

- Size of Market
- Trends of Market
- Trends Overview – political, social, economical, technical, other
- Market Segments
- Target Market (Primary and Secondary)

## **3. Competitive Overview**

## **4. Program and Facility Offering Overview**

## **5. Goals and Objectives**

- Business Objectives
- Marketing Objectives
- Marketing Strategies

## **6. Marketing & Advertising Vehicles**

- Proposed Marketing Vehicles & Rationale For Use
- Advertising Schedule

## **7. Tracking, Evaluation and Measurement**

## **8. Action Plan and Implementation Strategy**

- Roll Out Plan and Schedule
- Marketing Budget

# 1. Executive Overview

**Market Overview**

**Competitive Overview**

**Facility Overview**



# 1. Executive Overview (continued)

## Marketing Objective(s)

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## Marketing Strategy

1.

2.

3.

## Marketing Positioning

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## Marketing Messages

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## Advertising Vehicles

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## High Level Time Lines

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## Anticipated Results

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## 2. Market Overview

**Size of market** (size, location, unique attributes)

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**Trends of market**

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**PEST (legal and policy, economic, social and technological factors that affect your market)**

**Legal and Policy Factors –**

- 
- 

**Economic Factors –**

- 
- 

**Social Factors –**

- 
- 

**Technological Factors –**

- 
- 

**Other Identifiable Factors**

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-



## 2. Market Overview (continued)

**Market Segments** (Who are the people you want to talk to?)

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**Primary Target**      Demographic Information

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**Secondary Target**      Demographic Information

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**Other relevant target information:**

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### **3. Competitive Overview**

- Who is your direct competition?
- Do they offer programs and services that you do not?
- What are their strengths and weaknesses?
- How do you compare?
- Other variables?
- Write all information you gather on your competition here:

### 3. SWOT (Strength, Weaknesses, Opportunities, Threats)

External	Strengths	Weaknesses
Facility/ program reputation		
Market share		
Facility or programs ability to meet market trends		
Value your programs/ facility brings to the community		
Program quality		
Staff quality		
Customer service and support quality		
Quality /effectiveness of past marketing		
Pricing		
Geographic location		
Internal	Strengths	Weaknesses
Facility leadership (Department Heads, Administrators, etc.)		
Financial strength		
Retention of staff		
Other (explain)		

### 3. SWOT (strength, weaknesses, opportunities, threats) (continued)

<b>External</b>	<b>Strengths</b>	<b>Weaknesses</b>
Facility/ program reputation		
Market share		
Facility or programs ability to meet market trends		
Value your programs/ facility brings to the community		
Program quality		
Staff quality		
Customer service and support quality		
Quality /effectiveness of past marketing		
Pricing		
Geographic location		
<b>Internal</b>	<b>Strengths</b>	<b>Weaknesses</b>
Facility leadership (Department Heads, Administrators, etc.)		
Financial strength		
Retention of staff		
Other (explain)		

## **4. Program and Facility Offering Overview**

List all of the programs and offerings of your facility that are unique:

## **5. Goals and Objectives - Business Objectives**

### **Business Objectives**

Your business objectives should be quantifiable and measurable.

**Objective #1 –**

**Objective #2 –**

**Objective #3 –**

## **5. Goals & Objectives - Marketing Objectives**

Your marketing objectives should be in direct relation to your business objectives. There may be numerous marketing objectives to meet each business objective.

**Objective #1 –**

**Objective #2 –**

**Objective #3 –**

## 5. Goals & Objectives - Marketing Strategies

How do you plan to deliver your marketing objectives?

**Facility Positioning:**

**Message Strategy:**



**6. Marketing & Advertising Vehicles -  
Proposed Marketing Vehicles & Rationale for Use**

<b>Proposed Vehicle</b>	<b>Rationale for Use</b>

## 6. Marketing & Advertising Vehicles - Advertising Schedule

Action	Date	Responsibility



**8. Action Plan and Implementation Strategy-  
Roll out Plan and Schedule\***

Marketing Program	Qtr 1	Qtr 2	Qtr 3	Qtr 4

\* How you plan to roll out your marketing efforts

## 8. Action Plan and Implementation Strategy - Marketing Budget

<b>Facility:</b> <b>Date:</b>					
Expense Description	Qtr 1	Qtr 2	Qtr 3	Qtr 4	TOTAL
Research					
<b>TOTAL</b>	\$	\$	\$	\$	\$
Media					
Magazines					
Newspapers					
TV					
Radio					
Internet					
Direct Mail					
Other Media (describe)					
<b>TOTAL</b>	\$	\$	\$	\$	\$
Production					
Magazines					
Newspapers					
TV					
Radio					
Internet					
Direct Mail					
Other Media (describe)					
<b>TOTAL</b>	\$	\$	\$	\$	\$
Public Relations					
<b>TOTAL</b>	\$	\$	\$	\$	\$
OTHER					
<b>TOTAL</b>	\$	\$	\$	\$	\$
<b>TOTAL Marketing Budget</b>					\$



