Staff to Execute

Determine your mix of employee, contractor and outsourced labor sources. Build plans to recruit, hire, pay and provide attractive benefits.

Why does staffing matter?

As your business grows, you will soon find that you can’t do everything yourself. Bringing in additional staff will free you to focus on the most critical priorities and allow you to take on more work. However, adding staff requires careful thought about the impact on operating expenses and the requirements of finding, hiring, developing and managing people. Choose the resource strategy — hiring staff, using independent contractors or outsourcing — that works best for each function as you grow.

#1 goal of high-growth businesses looking for continued growth:

Introduce/add employee benefits

Key actions to take:

• **Set your resource strategy for growth**: There are three primary strategies for scaling the human resources you need to grow: hire, contract or outsource. Hiring usually means recruiting and employing staff that you manage and who are dedicated to your business during working hours. You will need to set up processes to handle payroll and human resources and fulfill tax payment and regulatory reporting requirements. Online payroll systems are a great way to efficiently manage employee payroll processes. You will also need the management skills and time to train and supervise work for employees. Independent contractors handle work tasks that are more independent in nature and take care of their own payroll and tax filings. (The Internal Revenue service has specific guidelines about who is or can be an independent contractor vs. an employee. You should review those guidelines and consult your CPA or business advisors to make the best choices for your business.) You can also grow by outsourcing a task to a partner company to handle for you. Outsourced companies typically contract with you to provide very specific services or results to support your business, sometimes providing you the freedom to focus on other tasks and giving you more leverage as you grow. Deciding which of these approaches is best for you involves looking at your current management skills, bandwidth, the importance of the function to your core mission, the exact structure of the work and government/tax regulations to make the best choices for the work your company needs completed.

• **Hire the talent you need**: Hiring for your small business is about finding the right people that fit with your work philosophy and culture. Recruiters say that only job experience is more important than culture in making hiring decisions. Make a list of needed attributes, document the responsibilities for each position and create

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To hire the best people:

- 60% of recruiters rate culture fit of highest importance when making a hiring decision
- 68% of companies have increased the average salary offer for candidates in the last year
- 78% of recruiters surveyed say medical/dental coverage is most effective at attracting new candidate
- 44% of recruiters report flexible work hours and casual dress code appeal to employees
questions to ask for interviews. When advertising for positions, be concise and include all the responsibilities. Take your time when interviewing a candidate, listen carefully to the responses, and check references. It is during the hiring process when mistakes can cost you lots of wasted training time and pain in separating.

- **Identify your staffing sources:** There are many sources to help you find the talent you need. You can advertise or put a sign in your window. You can use online talent search options such as social media, job board sites and email advertising to search for talent. You should examine each option and determine what is best for your region of the country, location (large city vs. suburb vs. small town), industry and type of job (full-time, part-time, seasonal, salary vs. hourly). Referrals by current staff, family and friends are some of the most effective means to identify good employees. Staffing agencies can quickly screen and fill positions for you. Many offer a temp-to-perm service that allows you to test an employee and hire them as part of your permanent staff later.

- **Research market salaries and offer competitive benefits:** Use an online search to research similar positions in your industry and find compensation ranges from comparable companies. Talk to other business owners about the labor market and salary levels. Remember that benefits are a good way to attract candidates to your business and can boost employee morale. High-growth businesses report that introducing or adding employee benefits is their top action to support continued growth. Study the law or consult with your CPA or attorney to determine which benefits, if any, are required and define the additional benefits that you want to provide. Stay anchored to the financial constraints of the position and be disciplined in negotiating with your candidates.

### Click below for additional resources:

- **Strategies to Recruit High-Quality Employees**
  Employ the best strategies to find high-quality hires.

- **Low-cost Benefits to Help Improve Employee Productivity**
  Engage and motivate employees by offering unique benefits.

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**How SunTrust can help**

Building your staff and the structure to support your associates is vital to growth, and SunTrust can help.

With **SunTrust Online Payroll**, a feature within **Online Cash Manager**, you will have an easy to access one-stop payroll solution. Employees can have their paychecks deposited straight to their account, and they’ll also have secure access to their paystubs, W2s and other documents online. Online Payroll allows you to enjoy automatic reports and the ability to download data into your financial accounting software.

**SunTrust Online 401K** provides an easy-to-set-up retirement plan solution that you can use to more effectively compete for top talent while supporting your employees in saving for retirement. Online 401K lets you enroll your employees and set payroll deferral amounts and funding mechanisms to fit your policies while providing control over fund selection. Online 401K provides the security you need along with rollover and distribution processes and quarterly reporting.

Let SunTrust help get the payroll and benefits solutions you need in place.

- Drop by your SunTrust branch
- Call us at 800.752.2515
- Visit suntrust.com/bizbestpractices

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1 SunTrust conducted research with 397 small business owners ranging from $100,000 to $2,000,000 in annual revenue in the first quarter of 2017. The high-growth segment was derived from the fastest growing twenty percent of those companies.
3 Additional charges may apply. See the Online Cash Manager Fee Schedule for details.

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