

Effective Hiring



A guide to help you effectively assess, develop and retain top talent.



Table of Contents

How to Make Effective Hires	3
The Solution	3
Job Preparation	4
Job Description	4
Job Benchmarking	4
<i>Behavioral Benchmarking</i>	5
<i>Motivator or Value Benchmarking</i>	5
<i>Soft Skill or Attribute Benchmarking</i>	5
Recruitment	5
Position Ad Creation and Placement	5
Assessing Your Candidates	6
Candidate Screening	6
Interview	6
Making the Offer	6
Post Offer	7
On Boarding	7

How to Make Effective Hires

**Are you frustrated by employee turnover or lack of productivity?
Is the quality of the people you hire less than expected?
Do you wish you knew which applicants were the most likely to succeed?**

Today the recruiting challenges for small businesses are enormous. Business owners do not have the time to spend on hiring effectively and as a result they often hire quickly but not effectively. In today's marketplace, the competitive talent trends make it crucial to have an effective way to assess, develop and retain top talent. Companies need to go beyond traditional resume, interview and yearly review processes to discover the real characteristics of super performance. At least 90% of recruiting today is done on line.

- Applicants apply for multiple jobs.
- Long-time job seekers apply for related jobs.
- Unqualified applicants apply for everything.
- It takes an average of 8 weeks to recruit and hire a new employee.
- Once hired, it can take up to 90 days for the new hire to be effective (or not).

Harvard Business Review states that 80% of turnover is caused by bad hiring decisions and The Research Development Group says that the cost to replace a customer service rep earning \$18,000 a year is \$58,000 or, from The Institute for Research Labor and Employment, the cost to replace a manager is 150% of their salary.

In response to these recruiting challenges and the lack of time, small business owners often make costly hiring mistakes. Some of these include taking the reactive approach. This means they hire someone dramatically different from the one who did not work out. They also set real unrealistic specifications looking for a super hero. They may also accept someone at face value based on an interview and a resume or they may assume a candidate will perform equally if their credentials match another top performer's or the boss's.

The Solution

We propose an approach segmented into four parts:

- Job Preparation
- Recruitment
- Candidate assessment
- Post offer

Job Preparation

Job Description

In the Job Preparation stage, something done only once per job category, business owners or HR professionals create a job description highlighting all of the details of the job. They then take this job description and create 5 key accountabilities focused on those 5 areas of the job which, if performed well, would make the employer extremely happy. They should then be ranked and weighted as to the amount of time you expect people to spend on these key accountabilities. Key accountabilities are the measurable areas of expectations. An example of a key accountability for a bookkeeper might be:

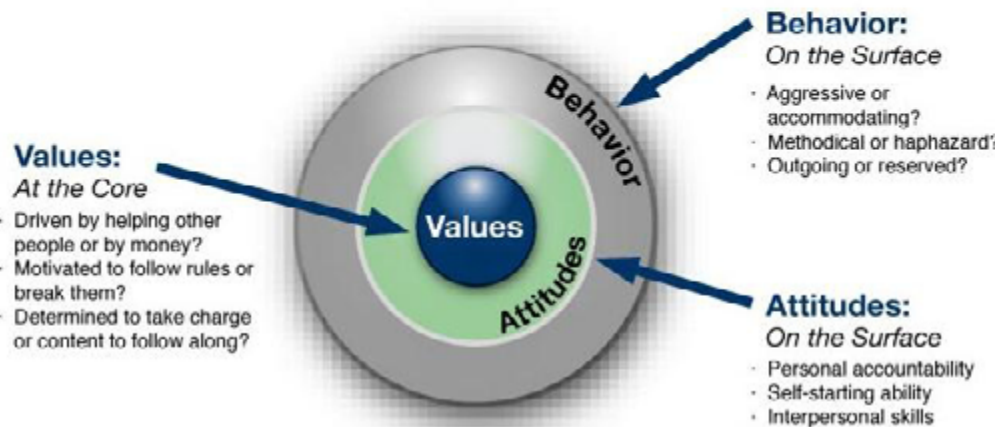
- Maintain AR at a maximum of 45 days on 95% of customers. 40% of their time is required

Job Benchmarking

Businesses everywhere are seeking better ways to secure the talent necessary for success. But what talent does a job require for superior performance? Only the JOB has the answer. The benefit of benchmarking is it allows you to introduce into the benchmark the culture within your organization. If the owner is extremely detail oriented or it is an engineering company, this is going to require a different behavioral style in a sales rep for them than in an insurance company where cold calling might be a key accountability. Benchmarking the job looks at three different areas within the job.

SCIENTIFICALLY DESIGNED TO UNCOVER THREE DIMENSIONS

Most assessments focus strictly on behavior. TriMetrix combines three assessments into one easy-to-use application so you can **get past the superficial qualities and see what's underneath.**



Effective Hiring

Behavioral Benchmarking

The first area owners need to benchmark is the behavioral style that is needed to do the job properly. This is important because business owners often hire someone for their skills or what they see on their resume and fire them for their attitude.

Motivator or Value Benchmarking

The next section of the benchmark is the Motivator Section. What motivators in the candidates are needed in order for them to do a job properly? Obviously, the motivation needed is going to be different for a salesperson and for an accounting person.

Soft Skill or Attribute Benchmarking

The last section of the benchmark is the attributes or soft skills that are required by a person in this position. This might be things such as a team player or customer-oriented or resiliency; things you will not be able to see on the resume for this person. The benchmark we use looks at 25 soft skills. It allows us to identify which are required to have been mastered by the candidate and which the candidates should have the aptitude to perform even if they have not mastered this soft skill.

Once completed, the job benchmark identifies the top seven soft skills or attributes, the top three behavioral styles, and the top three motivators. It also provides you with behavioral interview questions based on these soft skills, behaviors and motivators. Multiple people can benchmark the job allowing more than one boss or other stakeholders to be included in the description of the needed behavioral styles. These are then compiled into one benchmark.

Recruitment

Position Ad Creation and Placement

The first step in the recruitment process is generating a good ad for the position. Remember this is an advertisement and as such should not be limiting the number of candidates but should be expanding ensuring anyone that might be qualified would be included in providing you their resume. Do not worry about the fact that this advertisement will not prevent under-qualified or over-qualified candidates from applying for the job. We suggest the ad be placed in one of multiple locations. We usually recommend CareerBuilder, Craigslist, and Indeed.com. Sometimes specialty places are the best place for ad placement.

Assessing Your Candidates

Candidate Screening

After you have searched and sorted your database and found your top 8 to 10 candidates, we suggest you screen them using an assessment screening mechanism. Some people choose to use the Wonderlic which is a type of IQ test focused on the ability to learn. Some people use the Target Training International companion that tests whether the behavioral style, the motivators and the attributes match the job benchmark. Some others use hard skill tests to sort those people that have math abilities or multitasking abilities for example, and use those as the first screen. Regardless of which method you use, you should end up with approximately 3 candidates out of the 10 you want to take the other assessments just discussed. Generally, I suggest starting with the Wonderlic and then going to the behaviors, motivators, and do the soft skills last to find a match for the position.

Interview

The interview should take place in a relaxed atmosphere. The first thing you want to do is put them at ease and then explain that you are going to be asking them some questions that might be different from those they have had on other interviews. Simply take the behavioral interview questions provided in the job benchmark, pick out the ones that you think are best suited for your particular position, and make sure you ask all candidates the same interview questions. Effective Hiring® provides you a scoring and recording document as well.

After the interview, choose the top 1 or 2 candidates and finish assessing them with any of the hard or soft skill tests you have not completed. You might then bring them in for a second interview and pick the candidate that best meets your needs. Remember not to hire the tallest pygmy for the basketball team. In other words, if none of them meet the criteria you are looking for, start the process over with the next wave of applicants you have gotten from the online database.

Making the Offer

If you find the perfect match for your position, make them an offer. When you make them an offer, you can make it verbally, but you should follow up with a written offer.

Post Offer

The final stage in the hiring process comes after the offer. Once you have chosen your candidate, you want to make sure that you get their permission and do background, credit, drug tests or whatever you feel is appropriate both for your company and your position.

On Boarding

Using this process, you know a great deal about your candidate and how they are best managed. We suggest you take the time to on-board the candidate. This means you sit down with the candidate and their boss and ensure they understand what the needs are of their boss and the boss understands the behavioral style of this particular person.

We also suggest a follow up within 3 to 6 months of a 360. A 360 allows you to assess how someone is integrating within the company not only as the supervisor where you can get input from the people that work for them and laterally as well as their manager, in other words 360 degrees around the person you are doing the test on, but it ensures that there is a good fit with this person and your organization. The questions are customizable allowing you to make sure that you are either focusing on behavioral styles or are focusing on tasks that are required for the position.

Hiring effectively through the Effective Hiring® process helps you:

- Manage the hiring process in less time, with less effort and with less confusion.
- Ensures confidentiality when you need it.
- It ensures you choose employees based on job requirements.
- Improves communication within your organization.
- Helps you understand how to motivate your employees.
- Ensures developmental growth of key employees.
- Helps executives understand their management style so they can manage more effectively.

Was *Effective Hiring* helpful to you? Help someone else out by [forwarding to a colleague](#).

Jacquelyn Gernaey, Independent Owner of the Alternative Board TAB Suffolk County and President of HyTech Consulting, and Effective Hiring has more than thirty years experience leading both entrepreneurial and large corporations. She now focuses helping CEOs, presidents, owners and partners create, execute and exceed their personal and business success goals. She has extensive experience facilitating the development of strategic plans for small businesses and is certified in interpretation of all assessments used in the hiring process. www.effectivehiring.com