

Hiring and Retaining the Best Because You Can't Do It All!!

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Why is hiring right important?

- Performance
 - Monetary
 - Growth
 - Being able to go on vacations or to meetings
 - Sanity
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Whether hiring a gardener, a babysitter, a virtual assistant, or an employee the process is similar.

- Know what you need and what you want
 - Create a job description with expectations of competency
 - Carefully review the resume or credentials
 - Conduct a behavioral interview
 - Objectively assess the candidate for capabilities and compatibilities.
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The first consideration is to know what you need and want. Be very specific.

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|--|---|
| <input type="checkbox"/> What qualities/attitudes should the ideal candidate have? | <input type="checkbox"/> Where would they have received their experience? |
| <input type="checkbox"/> What skills should they have when they come in and what can be trained? | <input type="checkbox"/> What are their goals and objectives? |
| <input type="checkbox"/> What type of training would they be expected to already have? | <input type="checkbox"/> Have they had a lot of different jobs? |
| | <input type="checkbox"/> Are they applying for the job because of a layoff and they will take anything? |
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You have reviewed the resume and application. Required testing is complete. This is an important area: don't take their word they can type quickly and accurately test them. The same goes for specific software like Quickbooks or Power Point or any other software or other knowledge that is a must have. The level of proficiency is a nice to have.

The Purpose of the Interview

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- More than a "gut feeling"
 - Use an "objective" assessment of qualifications for the position
- An effective interviewer will...
- Evaluate each person against specific job responsibilities
- Develop a "norm" or "standard" against which all applicants will be matched
- Use the same techniques for every interview; the only variable in the interview is the applicant
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Before the Interview

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- Review resumes and cover letters in relation to the job description
 - List behavioral questions to ask
 - Be careful not to lose sight of the "whole picture" when there are specific, immediate challenges, think strategically
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The Purpose of a Behavioral Interview

Is the candidate capable of performing the function?
Will the candidate be compatible with the organization?

The best questions to ask to ascertain this information are open ended and relate to the desired level of competency.

The best question is:

Tell me a time when.....

Or

How would you handle.....

Or

Describe your leadership/management style.

Or

Tell me about how you handle (fill in the situation)

General Rule:

- An effective interviewer asks as few questions as possible. If you have to ask too many questions, it probably means you are asking "closed-ended" questions.*
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After the Interview

1. Record information you've obtained about the applicant
The longer you wait, the less accurate you'll be!!
Studies show that taking even one phone call first can reduce your ability to remember interview information by 40%!
 2. Write down the facts about what you heard and observed (not your feelings or assumptions)
For Example: "Lacks confidence," is an opinion. Record a specific statement, such as "Applicant said she had a hard time talking to new people, and asked twice how much training was provided."

Record the impact of test scores, such, as 42 wpm, which is 18 wpm below job requirement - don't write your opinion, such as, "not strong enough."
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What you can't ask

- The applicant's age or date of birth**
 - What religion the person is or make any reference to a religious affiliation**
 - What the father's surname is**
 - A female applicant what her maiden name is**
 - The applicant's marital status (You may ask for use of Ms., Mrs., Miss, Dr., Mr.)**
 - Who lives with the applicant**
 - How many children the applicant has**
 - The ages of the children**
 - Who will care for the children while the applicant is working**
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What you can't ask (cont.)

- Where a spouse or parent resides or works (*You may ask whether relatives of the applicant are, or have been employed by your organization*)**
 - If he or she owns or rents the place of residence**
 - Whether the applicant's wages have ever been garnished**
 - If the applicant is now, or intends to become, a citizen of the United States, or any other question related to citizenship. (*You may ask for a "Green Card".*)**
 - Whether the applicant was ever arrested**
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What you can't ask list

- Race
 - Color
 - Religion
 - Sex – Transgender and pregnancy, childbirth, & related medical conditions
 - Gender, gender identity & gender expression
 - Sexual orientation
 - Marital status
 - National origin - Ancestry
 - Disability (mental & physical including HIV & AIDS)
 - Medical condition
 - Genetic information
 - Age (age 40 & above)
 - Denial of family & medical care leave or impeding/discouraging an employee from requesting and/or taking the leave
 - Denial of pregnancy disability leave or reasonable accommodation
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Creating the Hiring process

- Resume and/or Employment Application received
 - Meets minimum qualifications > job skills test > pass > interview
 - Interview evaluation to identify top candidates
 - Job Offer to top candidate
 - Notify those not selected
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Beginning the job

- Once you have selected a candidate it is time to orient them to the expectations competencies and culture
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Setting Expectations

- What do you expect to see by when with what level of competency
 - What resources are available
 - How will the individual be evaluated
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Teaching skills

- Tell
 - Show
 - Do
 - Feedback
 - Repeat
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Giving feedback

- Review what is expected
 - State what you see
 - Identify ways to improve
 - Offer resources
 - Get buy in
 - Set a date for next review
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Review

- Know what you need, want, and don't want
 - Don't settle for less – hire the best
 - Be consistent in hiring practices
 - Keep employees engaged by
 - Setting expectations
 - Providing regular feedback
 - Valuing the employees' contributions to the Company
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