

Outline: “Hiring and Keeping the Best Talent”

Summary: This workshop will answer these “hiring smart” questions plus share tools to make each step of the hiring process simpler:

- How do you hire and retain the ‘best talent?’
- How do you build a solid recruitment process?
- How do use the interview to make good decisions?
- What steps do you take to source superior candidates?

Objective: Learn a solid approach to organizing an effective recruitment campaign to hire good team members

Agenda

- Welcome and introduction
- Why do some people think hiring is hard?
- Need an orderly plan to find an ideal candidate with the blend of willingness, enthusiasm, and skill who can do the job, will love to do the job, and works well with the rest of the team
- 5 step process – keep it simple, have a plan, stick to time table
- Key Takeaways

Outline

Welcome and introduction

Set the stage – polling

Why do some people think hiring is hard?

- Takes a long time
- Disruptive
- Fear of hiring the wrong person
- What are the odds of hiring the right person? Good things and bad things can happen but want to tip the odds more in your favor
- Having a process keeps hiring orderly and increases chances of hiring the right person

Need to be able to describe the right person, figure out where to find them, and how to recognize him/her when you see him/her

5 Step Process – like a funnel – start with lots of candidates and narrow down to the one or few who can do the job

- Keep it simple
- Have a plan
- Stick to your time table

Step 1 – Planning

- Be a little introspective about previous incumbent? What would you change if you could?

- Know what you want – honest assessment of skills, behavior, and experience so team works together well – not considering previous incumbent
- What behaviors do you want so the new person fits with the existing team?
- Skills needed
- Basic job duties
- Time commitment – make a commitment to yourself to fill the job in a timely fashion

Step 2 – Find Candidates

- Where to look
- How to write an ad
- Networking
- Diversity – really important
- Evaluating candidates before the interview – reading resumes, phone screening

Step 3 – Interview

- Scheduling
 - Allow enough time to properly explore
 - Schedule several candidates together
 - Get your friends to help – include colleagues to get different perspectives and ensure buy-in when you make selection
- First impressions
- Ask consistent questions of each candidate – allows you to make a good comparison
- Kinds of questions to ask to find out what you want to know
 - Sample questions
 - Behavioral questions
 - Stay away from the most frequently asked questions
- Divide up questions among interviewing team
 - 1 or 2 explore basic background
 - Rest ask questions to determine specific behavior, skills or experience needed
- Insist candidates answer questions with examples of previous experiences that support their claims

Step 4 – Evaluate and Select

- If you ask consistent questions based on the job requirements, you have a basis for comparison
- Can make checklist for all interviewers to compare observations
- Get feedback from others who interviewed
- Beware of your biases – some might include:
- Technical details – references and drug testing
- Do you want to make an offer? Does everything you learned about this person make you think the person will fit with your team?

Step 5 – Make an Offer

- Select a salary that fits with your team and the market place
- Probably negotiate a little – don't get mad
- Say thank you to candidates not chosen

You hired a great person – now what?

- Great employees stay with great companies because of their boss
- Requires listening and caring about your team
- Constant learning, appropriate challenges, and concern about their careers

Key Takeaways

- Need a process
- Keep to a timetable
- Look in a variety of places to find candidates
- A large candidate pool increases the chances of finding a great candidate
- Ask consistent questions of each candidate
- Involve your colleagues to get different perspectives of same candidate
- Keep an open mind
- Know who you are hiring – get references
- Create a great team to retain great employees