



THE RIGHT PROCESS = THE RIGHT HIRE

How To Find and Hire Eagles!

PART OF THE HIRING SMART TOOL KIT - BEST PRACTICES FOR HIRING
MANAGERS AND RECRUITERS





HIRING MISTAKES ARE COSTLY

... some would say as much as 25-30% of the employee's annual salary (ex., 12-15K for a 50K job). Some would say considerably more!

As you might imagine, the "real" costs go far beyond a hiring "do over." The wrong person on your team can create costs that don't surface immediately, and when they do they're hard to quantify.

\$ How much does it cost if your team starts to underperform, causing you to lose your best performers, or get side tracked by issues in performance or morale?

\$ How much does it cost if you lose a customer because of poor service?

\$ How much does it cost when you can't launch a new product in time to take advantage of a changed marketplace?

**It's easy to
make a hiring
mistake when...**



You're hiring under pressure



You didn't prepare



You don't have enough information



You don't have a **structured hiring process**



“

Hiring Smart is all about
improving the process
you use to define, find
and hire the 'right'
employee

”





**How many
EAGLES do you
have on your
team?**

WHO ARE EAGLES?

Avoiding hiring mistakes isn't the only reason to take a second look at your hiring process. In today's competitive business environment, employers need a laser-like focus on attracting and hiring employees who will **raise the talent bar for everyone on your team! We call them EAGLES!**

What makes an employee an EAGLE?



They consistently exceed your expectations! They have the skills, experience, and savvy to rise above the flock — no matter what.



They require minimal supervision. They easily “get” what needs to be done!



They “love” their job... and are quick to share their positive energy with others.



They are always ready for new challenges and responsibilities. They never say NO. And you don't have to ask twice.

Bottom line, **EAGLES are the employees who show others what's possible. They lead the way!**

HIRING SMART = A PROCESS THAT CONSISTENTLY FINDS AND HIRES EAGLES!

And that's no easy task in today's marketplace that may have many candidates, but only a FEW EAGLES. EAGLES are not only in short supply but have many choices about where to work.

To find and hire EAGLES in today's job market, you need a hiring process that....:

- **Moves Quickly**... catering to job candidates who won't be available for long!
- Is **Opportunistic**... ready to respond when a great candidate shows up!
- **Taps into Many Candidate Sources**... a wide net with a compelling message.
- **Focuses on "Talent" Not Just Skills, Knowledge, Experience**... so you can find EAGLES in places where others aren't looking.
- **Creates an AWESOME Candidate Experience**... engaging EAGLES each step of the way.
- **Treats All Candidates Fairly and Respectfully**... always courteously, always honestly.



“Eagles don't flock. You have to find them one at a time



THE HIRING SMART PROCESS - SIMPLIFIED



1

Pre-Hire Profiling - First the Work, Then the Person

2

Finding Candidates- "State of the Art" Sourcing and Recruiting

3

Assessing Candidates- Screening, Evaluating, Verifying.

4

Offering the Job/Getting Acceptance- Achieving the Goal!

5

Onboarding - Setting the Stage for Performance and Retention!

“ If you can't describe something simply, you probably don't understand it at the level needed!

- Albert Einstein





What Are BEST PRACTICES?

- "A set of guidelines, ethics or ideas that represents the most efficient or prudent course of action."
- "Suggested ways of doing things set forth by an authority, a governing body, management, or an expert in their field, etc."
- "A course of action that includes big and little things that will improve outcomes."



BEST PRACTICES

ON THE FOLLOWING PAGES WE DESCRIBE A SET OF BEST PRACTICES FOR YOUR HIRING PROCESS. MOST ARE SIMPLE CHANGES IN MINDSET, STRATEGY OR TACTICS THAT YOU CAN PUT TO WORK NOW!

Who are we? We're the PACE Staffing Network with over 40 years of experience finding and hiring EAGLES for some of the Northwest's most successful employers. Our recruiters and professional staffers hire hundreds of employees annually, using proven processes for identifying the candidates who become our clients' EAGLES in a wide variety of work settings!

#1 - UNDERSTAND THE WORK!

A HIRING SMART BEST PRACTICE

You can't hope to identify a great candidate until you have a clear picture of the work they will be doing once hired. Whether you use an existing job description or talk to people doing the job, here is a list of information you need to know about the work BEFORE you even start the recruit.

- What tasks make up a typical work day? What work is done weekly, monthly? What are the key deadlines?
- What situations disrupt the regular work flow? How often do they occur? What is required of the employee to deal with them?
- What equipment and software will be used?
- What aspects of the work are likely to be the most difficult for a new employee to master? Why?
- What decisions will the employee be making on their own? With others?
- When and how will the employee interact with others? What others?
- What parts of the job are likely to be easy or enjoyable? What parts will likely be difficult or boring?

Additionally, you'll need to know something about how the employee will experience the work environment...

- How does the job contribute to the bigger picture? What happens when the job is done well/poorly?
- What does the manager believe "good performance" looks like? Quality? Quantity? Goals, etc.?
- How will they be managed? Trained? Given feedback?
- What do their teammates have in common that is important to "fitting in"/teamwork?



A Comment About Job Descriptions

While many recruiters will use an existing job description to understand the "work" we know from experience that many of these job descriptions aren't that helpful !

- ✓ They are out of date, describing work that no longer exists.
- ✓ They specify skill or experience requirements that are no longer relevant
- ✓ They are created by people who've never done the actual work.
- ✓ They don't always contain the information you need.



#2 - DESCRIBE YOUR EAGLE

A HIRING SMART BEST PRACTICE

EAGLES come in all sizes and shapes — with a wide range of skills, experiences, and personal qualities that are applied differently in different work settings.

An employee becomes an EAGLE when their unique set of skills, experiences, motivations and personal qualities matches up with the work and the work environment. This means that once you've gotten clear about the work, you should be able to describe the **KEY REQUIREMENTS** to become an EAGLE.



KEY REQUIREMENTS fall into two types:

1

Requirements that define what the candidate **MUST HAVE** in terms of skills, knowledge, competencies and experience – the “**CAN-DO**” musts!

2

Requirements that define the preferred candidate's most likely motivational profile – the “**WANT-TO-DO**” musts!

Make a list of 6-10 CAN-DO and WANT-TO-DO requirements that you consider key.



Research continues to show that candidates who have both the can-do and the want-to-do requirements of the job will outperform their can-do only counterparts - oftentimes as much as two to one.



#3 - KEY REQUIREMENTS

A HIRING SMART BEST PRACTICE

- Identifying the CAN-DO requirements — the hard skills, knowledge and experience necessary to do the job — is a rather straight forward process.

“I need to hire someone who knows how to manage calendars in Outlook”

- Identifying the needed “**talent**” or the “**soft skills**” requires an understanding of **personal qualities or traits** less easily quantified.

“I need to hire someone who is good at organization and detail.”

- Identifying the **WANT-TO-DO candidate profile** requires a deeper dive into those components of the job important to keeping them motivated after they have been hired.

“I want to find an employee who enjoys working independently. This job has very limited contact with others. They are on their own.”



Employees perform best when doing work that aligns with their skills, experience, talent, work values and preferences.

Employees Tend to be Motivated By One or Two of the Following...

✓ **Safety and Security** – Some employees just want a job that offers steady pay and secure employment.

✓ **Affiliation** – Others love working within a team or where they can form close relationships with coworkers.

✓ **Recognition and Approval** – Some employees do best when their work is highly visible, or where they can earn public praise.

✓ **Achievement** – Others need to be continually challenged with new goals, new problems.

✓ **Autonomy** – Some employees need the freedom to do things creatively or “their way.”

✓ **Fairness** – others need to believe that they are heard and treated fairly.

✓ **Control/Influence Over Others** – Some employees are happiest when they can lead or influence others.

✓ **Structure** – Others need the predictability of established structure, clear instruction, routine tasks.



#4 -KNOCK-OUT FACTORS

A HIRING SMART BEST PRACTICE

Knock-out factors include the basic conditions of the job — the rate of pay, the work location, hours of work, physical requirements, and MUST-HAVE skills or work experiences that, if not part of a candidate's profile, eliminate them from further consideration.

Getting clear about these non-negotiable knock-out requirements is very important to an efficient hiring process, ensuring that the time you spend evaluating candidates is only spent with candidates who are able and willing to do the work, and willing to accept an offer of employment at the end of the process.

A Word of Caution About Using "Years of Experience" as a Knock-Out Factor

A hiring manager who sets their "years of experience" bar high, as a way to knock out unqualified candidates, often produces the opposite effect. Think about it this way – if the EAGLES are employees who are able to accomplish more with fewer years of experience, when the experience bar gets set artificially high, EAGLES will be systematically ignored.

We think a better choice is to focus on a candidate's actual track record of success and achievement, not years of experience.

#5 - FINDING YOUR EAGLES

A HIRING SMART BEST PRACTICE

Finding EAGLES in a candidate-short marketplace has become a significant challenge for many employers. There are many ways to find candidates and unfortunately in a tight labor market, employers have to use all of them.

Even simple decisions, like which job board to use for what type of candidate, require careful research. And in a digital world, how job postings are written — which keywords to use and how — will impact the power of your posting to attract the right candidates. A poorly crafted job posting placed on the right site can be just as problematic as a well crafted posting placed on the wrong site. **Both will waste a hiring manager's time dealing with too many "wannabes," not enough EAGLES.**

Many employers make a point to be "always looking," even when not hiring.

- ✓ **Personal Networking and Referrals.** These continue to be powerful ways to find already working employees who are not looking for work or reading job postings.
- ✓ **Social Media.** Posting upcoming staffing needs on your LinkedIn Profile, Facebook, etc., can be an effective way of letting your friends and followers know about your hiring needs in advance.
- ✓ **A trusted third party recruiter or staffing firm** can be a great resource because they are always in the market, always looking for EAGLES. Let them know what talent you will be needing and ask them to give you an alert when a great candidate comes their way!

About Job Postings

- ✓ **Keep them short, creative and to the point** – No long lists of tasks or requirements.
- ✓ **Do your homework before you post** – Use job boards where you find similar jobs.
- ✓ **Use "ordinary" language job titles** – If your receptionist is a "Communications Coordinator", when it comes to your job posting, they are a "Receptionist"
- ✓ **Make sure your "recruiting story" talks to your preferred candidate's motivational profile** – Emphasize the elements of the job that are likely to appeal to your Eagle.
- ✓ **Always include a rate of pay in each posting**
- ✓ **Describe how you want to receive responses**– Do you want a resume or brief statement about why they are interested in the job, their pay requirements?





#6 - RECRUITING

A HIRING SMART BEST PRACTICE

Once you've found a possible candidate, recruiting starts. The initial conversation can be a slippery slope. The recruiter is trying to interest the candidate in a particular job while assessing their ability to do it. The candidate is trying to put their best foot forward while deciding if they want to invest time in this job, this employer.

The person on your team doing the recruiting has a huge impact on the success of the hiring process - for both employer and the candidate.

Here are some Hiring Smart best practices...

- ✓ **Focus your starter conversation on the candidate, not the job.** Letting the candidate tell you about their skills, work experiences, and motivational profile will help you determine if they are a good "fit" for the job.
- ✓ **Build a relationship.** Ultimately, you want the candidate to get comfortable sharing information with you about themselves that they wouldn't ordinarily reveal.
- ✓ **Watch your words!** While it is important to put your best foot forward, avoid anything in your recruiting conversation that sounds like a promise. Stick to the facts.

Example: *"The last employee who was in the job was promoted within a year"*

The recruiter's job is to make it easy for candidates to progress through each step in the recruiting/hiring process. They also make sure that all candidates, particularly the EAGLES, stay fully engaged from beginning to end.

“If marketing is about nurturing a pool of prospects until they're ready to buy, recruiting is about engaging targeted candidates until you're ready to hire



#7 - SCREENING - IN AND OUT!

A HIRING SMART BEST PRACTICE

With job candidates able to “click and apply” in our digital world, screening candidates has become one of the more onerous steps in the hiring process. While a single job posting can generate 100+ resumes, maybe only 10 of those resumes represent candidates who can meet your KEY REQUIREMENTS.

The screening process starts with a "speed read" of ALL resumes, eliminating candidates who are obviously not qualified.

Remaining candidates can be screened with a quick 5-10 minute phone conversation focused on 4-5 questions that:

- **Assess the candidate's ability to do the job** — to what extent they meet KEY REQUIREMENTS.
Example: *"Describe your skill level with calendaring. How have you used this skill?"*
- **Eliminate candidates based on KNOCK-OUT factors.**
Example: *"Are you willing to work for the rate of pay we have budgeted for this job?"*
- **Reveal the candidate's potential to "fit"**
Example: *"This job requires someone who is very good with detail. Describe work you have done that required you to work with detail."*



Your screening conversation should also probe for concerns that came up in your resume review:

✓ **Unexplained gaps in employment**

✓ **Too many jobs in too short time period**

✓ **Unclear reasons for leaving previous jobs**

✓ **A spotty or unfocused career path**

A FEW TALKING POINTS RE: CANDIDATE SCREENING.

Give each candidate a written description of your hiring process. They need to know what lies ahead – when and how they will be kept informed of their status.

Let each candidate know that you will be verifying the information they provide – increasing the likelihood that their application and interviews will “tell the truth.”

Make notes on a separate worksheet – not on the application or resume.

Rate each candidate you screen on a scale of 1-5 – on all KEY REQUIREMENTS so that it is clear which candidate ranked highest OVERALL.

For candidates you want to consider, request that they fill out a formal application. The application form is an important LEGAL document in your hiring tool kit.

Follow up promptly with all candidates, thanking them for submitting their resume, letting them know their status and next steps, if applicable.



#8 - INTERVIEWING

A HIRING SMART BEST PRACTICE

After a candidate has submitted their resume, completed an application, and “passed” the screening conversation, they are ready for the more in-depth phase of the hiring process — the INTERVIEW!

INTERVIEWING DOs....

- **Prepare** — use the same interview questions for all candidates, asking enough questions that will allow you to assess the candidate on each KEY REQUIREMENT.
- **Get clear on the responses you want to hear** — from the candidate you believe would be the “right fit.”
- **Keep it simple** — ask for facts and examples, not opinions or what ifs.
- **Honor the 80/20 rule** — make sure the candidate is talking and you are listening 80% of the time.
- **Take notes** — so that you can retain what was said.

INTERVIEWING DON'Ts....

- **Ask questions that are off-topic and not relevant to the job** - or its KEY REQUIREMENTS.
- **Rely on one interviewer** — use a team of 2-3 evaluators.
- **Try to do a full evaluation in one sitting** — rather than in a series of shorter interviews.
- **Ask questions about a candidate's personal life** — their marital status, if they own or rent their home or their religion or political views, etc.
- **Make notes on the candidate's application** — or any document that will become part of their file.

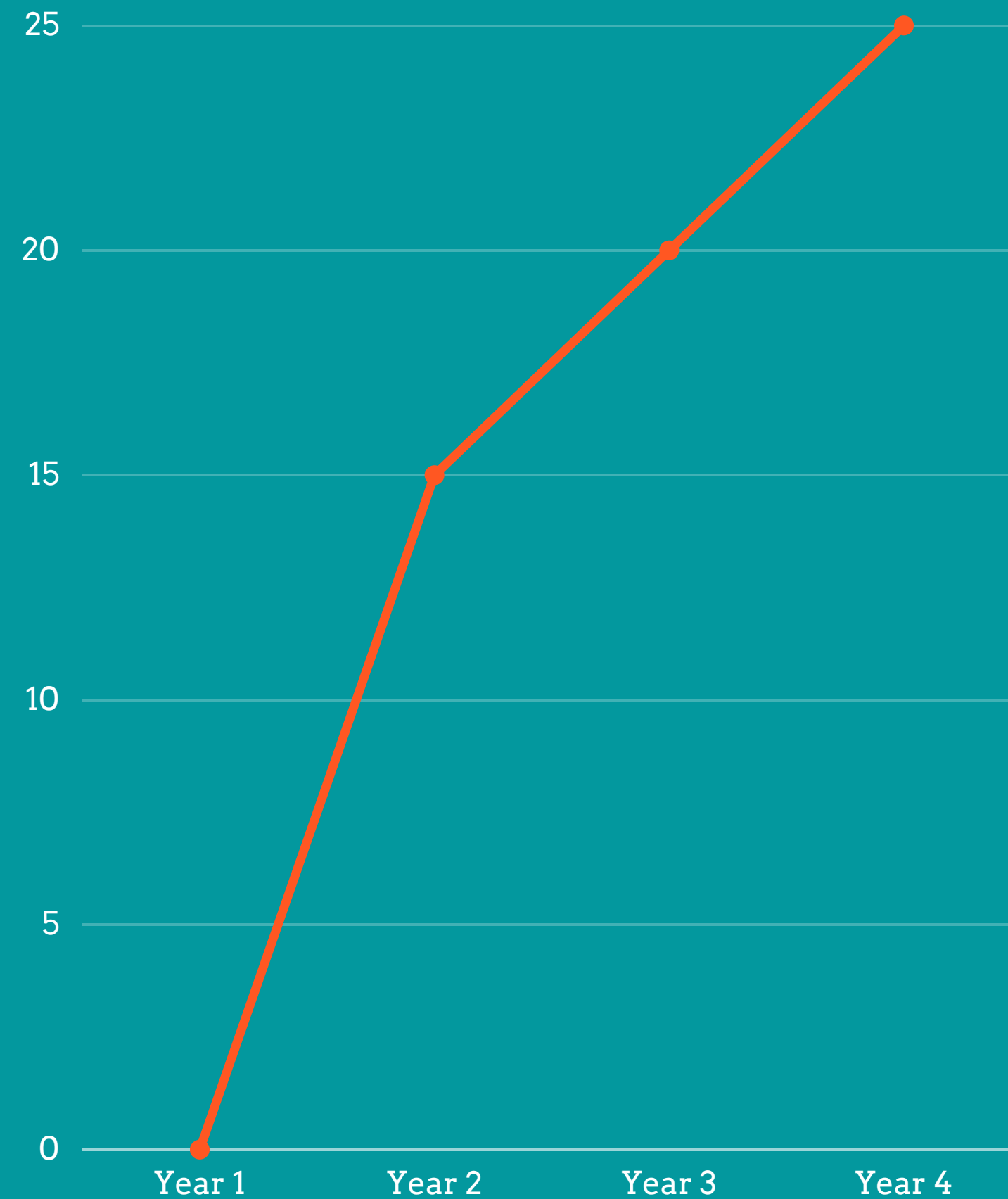


Most Hiring Mistakes Can Be Traced Back to Poor Interviewing Techniques...

- | | | |
|--|---|---|
| ✓ Asking candidates different questions — making it difficult to compare candidates. | ✓ Asking questions that are not relevant to the KEY REQUIREMENTS. | ✓ Failing to manage personal biases |
| ✓ Asking questions about opinions or feelings, rather than facts and examples. | ✓ Not paying attention to nonverbal cues or answers that require probing. | ✓ Interviewing too many candidates - interviewer "burn out" |

TO GOOGLE OR NOT TO GOOGLE....

About 25% of recruiters use internet search engines and social networking sites to research candidates at some point in the hiring process. These methods can be revealing but are not without legal risk, and should be used consistently (with all job candidates) and with caution (to make sure what you uncover is both true and (relevant)).



Selection Activities

Screening Conversation ✓

Interview ✓

Lunch ✓

Job Shadow ✓

Work Samples ✓

#9 - After the Interview

A Hiring Smart Best Practice

There are several evaluation tools you can use to discover your potential EAGLES in addition to the interview.

- ✓ **Arrange lunch** with one or two people on the team. Informal settings often reveal information that won't come up in a formal interview.
- ✓ **Arrange a job shadow** to give them an up close and personal look at a "day in the life."
- ✓ **Request a sample of the candidate's work** or ask them to provide you with their ideas for solving a typical workplace problem.
- ✓ Ask the candidate to **write up a summary of the interview**. This will help you assess both their interest in the job and their listening skills.

#10 TRUST BUT VERIFY

A HIRING SMART BEST PRACTICE

A well designed hiring process gathers information about a candidate at each step in the hiring process. Unfortunately, most of this information is provided by the candidate.

Here are some techniques you can use to double check the candidate's input:



1 Reference Checking — speaking with past supervisors and co-workers will help you create an accurate picture of the candidate “at work.”

A BEST PRACTICE is to ask your reference provider to “confirm” or “disconfirm” information the employee has provided via their application, resume or in the interview.

Example: “George told me that he single handedly produced 100 hours of error free work in January of this year. Can you confirm that is true? How many other members of your team have done that?”

Keep in mind that there are some **legal requirements** you must meet before you check references:

- The candidate must sign a form that provides their permission for you to prepare a reference check report.
- You must provide the candidate with a written document that advises them of their rights to contest any of the information you have collected.

2 Cross Checking — One of the benefits of collecting candidate information at different points in the hiring process — their resume, application, multiple interviews, etc. — is that you have several ways to double check the consistency of the information provided. Explore discrepancies carefully, making sure the candidate has an understandable explanation for any information that seems inconsistent.

3 Skill Testing — For certain job categories, testing the candidate's skills should be a routine part of your evaluation process. The skills you test should be skills actually used on the job or directly related to performance, or you run the risk of eliminating candidates you should be considering.

When you need a reference on a candidate who is currently employed...

... you can request the candidate provide you with the name of someone who has supervised them in the past, but is no longer working for their current employer.

Or, you can let the candidate know that any offer of employment will be conditioned on a “satisfactory” report from their current employer, obtained after they have given notice.





#11 - SELECTING YOUR EAGLE A HIRING SMART BEST PRACTICE

Who you hire should not be a decision based on a “gut feeling.” Many employers have turned their hiring decisions into simple math.

First, each candidate is rated on all of the KEY REQUIREMENTS by each evaluator. The scores from all ratings and all evaluators are summed to determine which candidate ranked highest across all reviewers, all key requirements.

This process allows the final hiring decision to be reduced to a mathematical calculation showing which of the candidates ranked the highest on those factors considered most important to job performance.

Not happy with the mathematical choice? Ask yourself why.

“

Murphy's Law in Hiring - First rate managers hire first rate employees; second rate managers hire third rate employees, magnifying the impact of systematically poor hiring decisions.

”

#12 - THE JOB OFFER

A HIRING SMART BEST PRACTICE

Once you've decided which EAGLE to hire, you've got one more hurdle — crafting an offer of employment your EAGLE will accept.

We suggest making the “job offer” in stages — starting with an in-person meeting or phone conversation for last minute negotiations and clarifications.

“

Only if you believe you have a basis for a mutually agreed upon job offer should you put your offer in writing. If you know they won't will not accept your offer, don't bother.

”

1

Arrange with the candidate to participate in a “final conversation.” Let the candidate know you are considering making them an offer, but want to clarify a few important details.

2

Clarify perceptions and expectations. Eliminate any misconceptions. Ask if there are additional questions about the job, company policy, or benefit programs.

3

Reinforce the reasons why the candidate would benefit from accepting the job.

4

Reach agreement on the compensation plan needed for the candidate to say “I do.” Come prepared with your own awareness of local market pay rates, and negotiate as needed.

5

Identify special needs – first 90 days. Are there any requests for time off? Any conditions you want to place on the offer — ex., a satisfactory background check, etc.?

6

Reach agreement about what it will take for them to accept your offer, including an agreement on when they must respond. You don't want to lose other candidates by waiting too long for an acceptance.

#13 - ENGAGING YOUR EAGLES

A HIRING SMART BEST PRACTICE

... from your first contact to the offer and acceptance of employment.

- **Treat all candidates like EAGLES.** Notice and compliment candidates on their previous accomplishments and what you see as their most important talent.
- **Act like your brand.** Make sure your hiring process complements your brand.
- **Follow up regularly.** Make sure each candidate knows your level of interest at each stage in the process.
- **Make it personal.** Get to know the candidate; let them get to know you.
- **Keep listening/stay curious.** Even the slightest hint that the candidate has lost interest in the process should not go unnoticed. If the candidate is interviewing elsewhere, find out what they like and dislike about the “other” job as a way of getting to know them better.



Candidates talk...and they don't like....

Black Holes – the feeling that their resume is being sucked into a black hole never to be looked at again.

Condescending Recruiters or Hiring Managers – people they meet in the hiring process who talk down to them, or treat them disrespectfully.

Lengthy or Laborious Online Registrations – particularly where they are asked to answer a lot of questions BEFORE they know if they are interested in the job.

Not Enough Information About the Actual Work – being handed an outdated job description without an opportunity to ask questions or view the work first hand.

Misleading Pay or Benefit Information – that later has to be corrected when there is an actual offer of employment.

Employers Who Take Too Long – to arrange an interview, make a hiring decision.

No Information About the Hiring Process – not knowing what to expect about the steps in the hiring process or its intended timeline.

#14 -GETTING YOUR EAGLE READY TO SOAR!

A HIRING SMART BEST PRACTICE

Getting your new employee off to the right start actually begins with your first recruiting contact and doesn't end until the employee is comfortable that the job is the "right fit" for them. Most employee turnover occurs within the first 18 months of a new job, which is the time it takes for new employees, even EAGLES, to find their "place" on the team.

Here are a few "little things" you can do to get your EAGLE off to the right start:



- ✓ **Set up their new work station in advance.** Make sure their computer is loaded with the right software and passwords, and their desk has the right supplies.
- ✓ **Put together a "New Hire" Gift Box.** Include their new business cards, company brochures, logo'd wearing apparel — the same promotional items you would give to clients.
- ✓ **Provide them with lists of resources/contacts they will need in their first few weeks at work.** Include lists of fellow employees — names and contact information, high impact customers or vendors they will be interfacing with, and instructions on how to access information on company policies and protocols., etc.
- ✓ **Assign a co-worker buddy.** Someone, other than yourself, who they can go to for quick questions or longer discussion.
- ✓ **Prepare to Invest personal time.** Particularly in their first 2-3 weeks on the job, plan to spend 20-30 minutes each day — checking in, asking and answering questions, letting your EAGLE know how important they are to the team!

A Best Practice For Employee Retention

- ✓ Great managers know that if you want to retain great employees you have to keep recruiting even after the employee is hired.
- ✓ Make sure their motivational profile is "fed" by putting them in a place to "earn" what they are looking for in a job - recognition, affiliation, opportunities to learn, etc
- ✓ Judge them on their best, not their worst days.
- ✓ Check in frequently to see what they are liking and/or dislikiung about their job.
- ✓ Assign them work based on their interests and strengths

ADDITIONAL HIRING SMART RESOURCES

To receive copies of any of these hiring tools or informational resources in our Hiring Smart Tool Kit, contact us at infodesk@pacestaffing.com or call our Partner Services and Solutions team at 425-637-3312.



1

The PSN Interviewing Guide - A notebook of questions you can use to assess a candidate's "will do" factors important to "fit" and performance success.

2

Current Wage and Candidate Availability Reports - Showing how many candidates with similar job titles are actually available in the current candidate market and at what rate of pay.

3

A List of Profiling Questions - Things you need to know about "the job" before you begin the recruit.

4

Candidate Evaluation Worksheets - Samples of worksheets you can use to rate potential job candidates for "fit".

5

A Collection of Recent Blogs and White Papers on the Hiring Process - All the information you need to Hire Smart.

