



INNOVEST SME
Accelerating Small Business

Build a solid team: Hiring Strategies for your Business

Rick Chisholm and Tala Chisholm

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30/192A Kingsgrove Rd
Kingsgrove, NSW 2208
Australia

Phone: +61 2 8007 2907

E-mail: admin@innovestsme.com.au

Website: www.innovestsme.com.au

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*Time spent on hiring
is time well spent.*

ROBERT HALF

PREFACE

Even the most experienced managers and human resources personnel can still have difficulty finding and hiring the perfect candidate for an open position. It can be difficult to determine if they will be right for the job or work well with the rest of the team. By learning how to utilize the information we have to find the best candidates and reviewing not only the job requirements, but the candidate's attributes, you can hire the best people for your company.



*If a job is worth doing,
it is worth doing well.*

PROVERB



DEFINING AND KNOWING THE POSITION

Before you can ever begin to hire a new employee, you have to know what you are hiring them for. You must first know what the position calls for and what type of person the job will need. During interviews, you will need to be able to define and describe to the potential employee so that they are not surprised or left in the dark. Being prepared yourself can help prepare the employee as well.

KNOW THE POSITION

When preparing to hire a new employee, your first step should be to know what position you intend to hire them for. After all, you can't buy new tires if you don't know the model of the car, or what size you'll need! One way is to learn what type of person worked the position before it came open and learn what kind of performance they had. They can be the key to determining what kind of person you will need to find next. If the position is newly created, speak with department managers and draw from them the type of person will be needed. This research will help get a better idea of what the job entails and what skill sets will be needed,

which can help you form a more accurate job description to share with potential candidates.

Points to determine:

- What does this position require?
- What kind of skills will be needed?
- How did the previous employee handle the position?
- Have we ever had this position before?

NEEDS ANALYSIS

Hiring a new employee can be a great asset to the company – if they are needed. When you have a new position to fill, it is a good opportunity to review your company’s organizational needs and if there are any gaps or ‘overfilled’ areas. Determine if you will need the usual one person to fill the job, or maybe you will need multiple people to fill the roles. Are other areas affected by the change? If so, how?

When looking at the position, and its surroundings, what kind of needs does this job fulfill for the organization? What key responsibilities need to be included when creating the job description for this position? You want a candidate that will help the organization succeed and thrive in the new opening. When you look at your current staffing, find out if your current staffing is meeting these needs and responsibilities, and if not, how can they be fulfilled? Review for any holes and what is specifically needed to fill them. Sometimes we might be able to fill the position by altering a

role already established in the company, but if you can't, you'll need to proceed with creating a job description to post for outside job seekers.

JOB ANALYSIS

A job analysis is a process used by managers and recruiters to collect information about the job position, including the required duties, skills, and responsibilities. Many of these details are key aspects that can make up a job description. Start with the job title, since this is the 'headliner' for the job and can give the applicant an idea of what it may or may not include. Titles such as "Customer Service Representative" or "Business Accountant" can give hints as to what the job entails, while still leaving room open for additional job titles or duties.

The important thing to remember is that a job analysis focuses on the job itself, not the person working, or soon to be working it. Often times we forget that we are collecting information about an opening in the company since we spend so much time conducting questionnaires and surveys from the people in the company. The job analysis is supposed to help the hiring personnel determine a position's 'readiness' to be filled, and what exactly is needed to accomplish that.

Common tasks of a job analysis:

- Reviewing necessary job responsibility
- Determining the required duties and tasks of the position
- Researching similar job postings in and outside the company
- Deciding how to market the position effectively

TASK ANALYSIS

After the job analysis is complete, many tasks and duties are defined and can further be analyzed for the perfect employee candidate. A task analysis is similar to a job analysis, but this process breaks down how a task is completed and what materials are necessary to do it. This can include basic task activities, such as processes and materials, and expand all the way to determining task length, difficulty, energy or other unique characteristics of the position. Once the task analysis is gathered, the information can be helpful during the development of personnel criteria and employee training.

Most of the time, the best way to complete a task analysis is to work with the employee in that position and their surrounding peers to observe their actions and what procedures they follow. These people are the best way to obtain firsthand information on what is, or isn't, performed on the job. However, if this person is not available, or the position has been created recently, then research with outside companies or agencies with similar positions can be a better resource.

PRACTICAL ILLUSTRATION

Brenda was preparing to hire a new accountant in the company's business office. However, this position was under the business finance department, rather than the customer service finance department, so Brenda was unfamiliar with the job duties that entailed. She went to the department manager and asked them to explain the job to her. She took notes on the needed duties and procedures and what would be expected of the new

employee. She verified that they only needed one more employee for the job, and that they could not split the responsibilities between current employees. When Brenda finished speaking with the manager, she had enough information to form a detailed job description that she could share with potential candidates and try to fill the position right away.

*You need to have
a collaborative
hiring process.*

STEVE JOBS



HIRING STRATEGY

Developing a hiring ‘strategy’ may seem a little extreme, but it is actually a helpful tool when preparing to hire a new employee. When an opening comes available that you will need to fill, there are often several steps to take and follow in order to obtain the best workers. Many companies develop a standard hiring strategy for their open positions, but it is always a good idea to adapt your strategy to your company and its business needs.

COMPANY INFORMATION

You cannot hire an employee to join your team if you don’t know anything about your own company. You know that having an adequate staff can make the difference in how your company performs and can affect its growth. So when you are preparing to search for ways to fill an open position, take a minute to analyze how your company has changed, and is changing. Based on the company’s history, predict any changes or growth surges ahead of time, which can help you determine what kind of staffing needs you will have. Will you need more than one person for now? Maybe you only need someone short term? Knowing this information before beginning the candidate search can reduce the amount of stress and headaches you’ll have later.

Analyze:

- Will the company grow more in the future?
- Will I need to downsize this position/department in the future?
- Do I need one person to handle this position? More than one?
- How will this position work out in 6 months? A year?

SALARY RANGE

Money is a large driving force behind job descriptions and finding new employees. While many candidates may love the job they are coming into, the pay and salary will usually be a major deciding factor. As a hiring manager or recruiter, it is important to know the salary range the position offers and what kind of compensation the new employee will be worthy of. Many companies offer higher starting salaries for employees with more skills or with cross-training abilities, which can help draw in qualified candidates. Research the history of the position and the department it is in to view what kind of salary range has been issued for previous employees. Is this range suitable for the next employee? Will it need to be increased or decreased? Look into similar positions offered at different companies to see if they offer a similar range or if they differ, and why. The point is not to 'beat their price', but you want to ensure your company is fair and staying competitive with other businesses.

TOP PERFORMERS

Every company has top performers that often out-shine the rest of the team. These employees often show great initiative and strong work

ethic, which would make them an asset to almost any company. Top performers are generally hard workers with great qualities, such as being on time, finishing work on time, and even helping other employees with their work. Observe your employees and designate which of them are considered your top performers. Then determine what makes your top performers so great and why it works for the company. What skills do they possess? What actions do they normally make? What qualities do they have as a top performer? When hiring for an open position, try to pull in candidates that can mimic and adopt these characteristics once they join the organization. Base your strategy on the goal of hiring new employees that can come into work and learn to adopt some of these better qualities and become one of your top performers.

BE PREPARED

Productivity can be affected when a position is open, leaving more work for other employees to take on along with their regular duties. While we can't always predict when a spot will open, we can prepare ourselves for when it does happen. If you try to fill the spot in a hurry, you may not find the best person for the job and will more than likely have to repeat the process if the employee doesn't work out. While every company should develop a standard hiring strategy, an emergency hiring strategy is always recommended as well. An emergency hiring plan consists of steps and processes to follow when a position needs to be filled in a hurry, but can still assure that the right person is hired. Partner with other managers and gather information about their positions and what kind of person they would need to fill them. Work together to build a process that can

help streamline the hiring process and find qualified candidates - even in a pinch.

Tips for developing emergency hiring strategy

- Know the aspects of the job before looking for candidates
- Team with managers to examine potential new hires
- Build strategies for using current employees temporarily (cross training, job sharing, etc.)
- Consider partnering with staffing or recruitment agencies

PRACTICAL ILLUSTRATION

Adam was having a hard time hiring a new employee to work at the front desk of his law firm. The few people he recently hired did not work out, and it left him refilling the spot over and over again. He decided it was time to build a better hiring strategy and hopefully find a better candidate the first time. First, he reviewed all of the aspects of the position and what role it played in the company. Adam reviewed the salary he previously offered and compared it to similar jobs in the company. He found out it was not as high as some of the other departments, which had longer and happier employees, and made a note to adjust it before his next batch of interviews. Finally, Adam made a list of emergency resources he could use if the position suddenly came open again, such as borrowing employees from other areas or looking into a staffing agency for temporary workers.

*Look for people who
will aim for the remarkable
and who will not settle
for the routine.*

DAVID OGILVY



LURE IN GREAT CANDIDATES

One of the first steps to finding great employees is determining what type of person will fit into the new position and the company. But finding the right way to lure in candidates can be difficult if not done properly. The key is to reach out locally as well as outside the region to reach a range of people and a range of talent.

ADVERTISE WHERE CANDIDATES VISIT

When planning to advertise, it's important to put your company name where you want to get candidates attention. Industry specific sites are an ideal place to post job openings or opportunities to hand in resumes. These sites can appeal to candidates currently looking for work or those simply interested in the particular type of industry and line of work. Online job websites are a large source for job seekers, which make them a great place to advertise and seek new candidates.

In print, trade magazines appeal to a large group of magazine buyers and often cater to a focused group of job seekers. Although newspapers are decreasing in popularity and readers, advertising in websites and social media are great places to start looking for new recruits, especially since college students and graduates will be looking for work. Increasing

exposure to the growing public will increase chances of finding more candidates and increasing company exposure.

DEVELOP CORPORATE CITIZENSHIP

Developing a corporate citizenship is a phrase used to describe the process of a corporation working together to share responsibility and initiatives. Also known as corporate social responsibility, corporate citizenship can cover a wide range of services and processes, including charity works, business plans, and office procedures. Developing a corporate citizenship among employees helps them become engaged with each other and hold each other accountable for their own actions.

When a company utilizes this citizenship, it helps draw in talent and potential candidates since it can make employees feel like they are part of a team and feel better about working with each other. Utilizing corporate citizenship can also help retain current employees because employees feel like they are part of a family and feel supported by the rest of their team when a problem arises.

TREAT YOUR CANDIDATES WELL

Any company knows that if the employees do not feel as though they are treated fairly and are respected, they will want to leave. Happy employees become loyal employees. However, it's important to treat new hires as well as the candidates you choose not to hire with respect. Any candidate who comes in contact with the company, whether by interview, resume, or simple phone call, that is not treated respectfully, could not only lose

interest in your company, but can share their mistreatment and cause other candidates to lose interest as well. Be honest with everyone you choose not to hire and offer advice and feedback before letting him go. Keep job seekers up to date and notified of interview processes and potential open positions. You don't have to kiss the feet of the candidates you meet just to make them happy, but it is always good practice to be nice and treat them with respect. They will return the favor.

LOOK AT THE COMPETITION

Competition is not always clean, and sometimes you can find the perfect candidate by playing a little dirty. While your company should not go nosing around to rival companies, sometimes they have talented candidates that may not be happy and are looking for a change. Don't try to up sell your company or exaggerate what it has to offer, but be truthful about what you can give them and what kind of position you have open. Sometimes the employee just needs to know what's out there, and with a little nudge, they can make the decision to join your company. Always use a level of caution and finesse when trying to recruit from other companies because you don't want your company to get a bad reputation as an employee stealer, nor do you want to open the door for other companies to poach your employees.

PRACTICAL ILLUSTRATION

Andrew was trying to determine ways of luring in new candidates for a number of open positions the company had. He wasn't sure of the correct

route to take that would have the most success. He first decided to post job openings on some of the company's favorite job-specific websites and advertised about a great work environment and salary ranges. The sites usually had a good flow of visitors, so Andrew was optimistic that they would turn up good results. He knew that the company's corporate citizenship and respectable treatment of the employees made his department happy and he wanted to bring in some new recruits to join them. As a last resort, Andrew considered going to their rival company and seeing how their employees were fairing. He made a note of a person he knew in the business office that had connections with the other company and decided to speak wither later about bringing people in for a visit.

*Take time to appreciate
employees and they
will reciprocate in a
thousand ways.*

BOB NELSON



FILTERING APPLICANTS TO INTERVIEW

Now that you've sent job descriptions and help wanted ads, you have a wave of responses, but don't know what to do next. Now that you have candidates to choose from, it is important to begin determining which ones you want to interview, and which ones you don't. This filtering process allows you to see which candidates deserve a personal interview based on their skills or attributes while removing the ones that do not.

PUT LOTS OF WEIGHT ON COVER LETTERS

Although the cover letter is often forgotten, it is an important introduction for any person looking to apply for a job. As a hiring manager, you know it can be annoying to receive countless resumes sent to an email inbox or through the mail without a cover or adequate contact information. More companies are putting more stress on a good cover letter, so feel free to jump on the bandwagon. A cover letter is a chance for potential employees to freely write a summary about themselves, including a brief summary of skills and previous jobs.

It allows them to use their own 'voice' and show their personality outside of the bullet lists on the resume. Sometimes it shows if the candidate has rushed through the letter or if they have possibly forgotten to include

information, which can give some doubt, but should still be looked into. If a candidate neglects the cover letter, it should send up a red flag right away. Was the person in a hurry? Were they too lazy to write one? Do they know *how* to write one?

Remember: No cover letter = No interview

GRADING RESUMES

Many employees do not realize the importance of a well thought out and tailored resume, but a resume is one of the first impressions you will get from them. When reviewing, or 'grading', resumes, check for easy readability and flow of the document. On a closer look, check for typos and grammatical errors, since these are very unprofessional and do not reflect well on the candidate.

Does the candidate's resume match the position they are applying for? If you are hiring for a sales clerk, are they giving you their qualifications from their accounting position? The candidate usually lists an array of jobs and skill sets they possess, but don't let it overwhelm you or fool you into thinking they are the perfect fit. Remember what the position calls for (tasks, duties, responsibilities) and review the resume for these key needs. If they display these characteristics, in plain sight, it is a good indication to extend an interview.

INTERNET SEARCH

Sadly, the Internet is forever and it cannot hide our true selves sometimes. Many job seekers forget about this when they go out into the working world and go looking for employment. Google will allow you to search a person's name for information and photos, although other sites such as Bing.com or Yahoo.com can produce some of the same results. But be warned that while it is a good source of information, it can give you the good, the bad, and even the ugly.

While some candidates can have distasteful photos from parties and events (which can make a hiring manager think twice about their ability to focus or come to work the next day), others may simply lack any kind of Internet presence (such as a lack of social media, blogs or club sites). On the other hand, a search result may show you evidence of past awards, professional Twitter accounts or photos from a volunteer project. Since you never know what a search will produce, don't let it be the deciding factor when it comes to hiring the person. Use it as a tool to gauge what kind of personality they have and what kind of presence they have online. If you want to pursue the candidate, invite them for an interview and keep your findings on the back burner.

INITIAL PHONE INTERVIEW

Phone interviews are a great way to gain a first live impression of a candidate. Not only do they save time by reducing the number of people coming and going to the office, but they can allow you to feel more prepared when asking questions. Prepare a set of questions you want

to ask and take notes on their responses. This information can come in handy when discussing the candidate with other hiring personnel and want to have someone else review their qualifications. These types of interviews are a great way to introduce the candidate to the position and allow them to have a lot of the information up front. If the candidate decides the job is not for them, they can let you know right away so they do not waste a trip into the office. If the initial phone interview goes well, bring them in for a face-to-face interview to look into their qualifications further.

When conducting the interview, listen for signs of poor communication, such as incorrect grammar, frequent *uhhh's* or *ummm's*, or a lack of listening and replying. If the person cannot hold a professional conversation over the phone, it can send up a red flag about how they will communicate within the office. Candidates who have bad phone manners can indicate a lack of manners in person as well. If you decide this person is not right for the job after speaking with them, this is the best time to let them know so that you can continue with your search without wasting their time, or yours.

PRACTICAL ILLUSTRATION

Kay was busy trying to hire a nurse to work the night shift at a nursing home. In her job description she asked for a cover letter, a resume, and school credentials. The candidates that did not include a cover letter or school information were automatically discarded, since she felt like these candidates could not follow directions. She further reviewed resumes for

errors such as typos or grammar use and checked the Internet for any additional information or photos.

Kay was able to narrow it down to three candidates and decided to conduct a phone interview before bringing them into the office. The first candidate decided the job was not for her when she reviewed the salary range, so Kay crossed her off the list. The second applicant noisily chewed gum while talking and seemed distracted by a television in the background, so Kay crossed her off as well. The last candidate spoke well with Kay and had a lot of information to offer, so Kay invited her in for a face-to-face interview. She was happy with her decision and was glad she was able to save some time as well!

*Today, when I hire, I look
for people who want to be
trained or molded.*

BOBBY FLAY

Resume

Lorem Ipsum

EXPERIENCE

(2011 - present)

SENIOR

CREATIVE BEE

>Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

(2005 - 2011)

ASSISTANT

GRAVITY DESIGNS

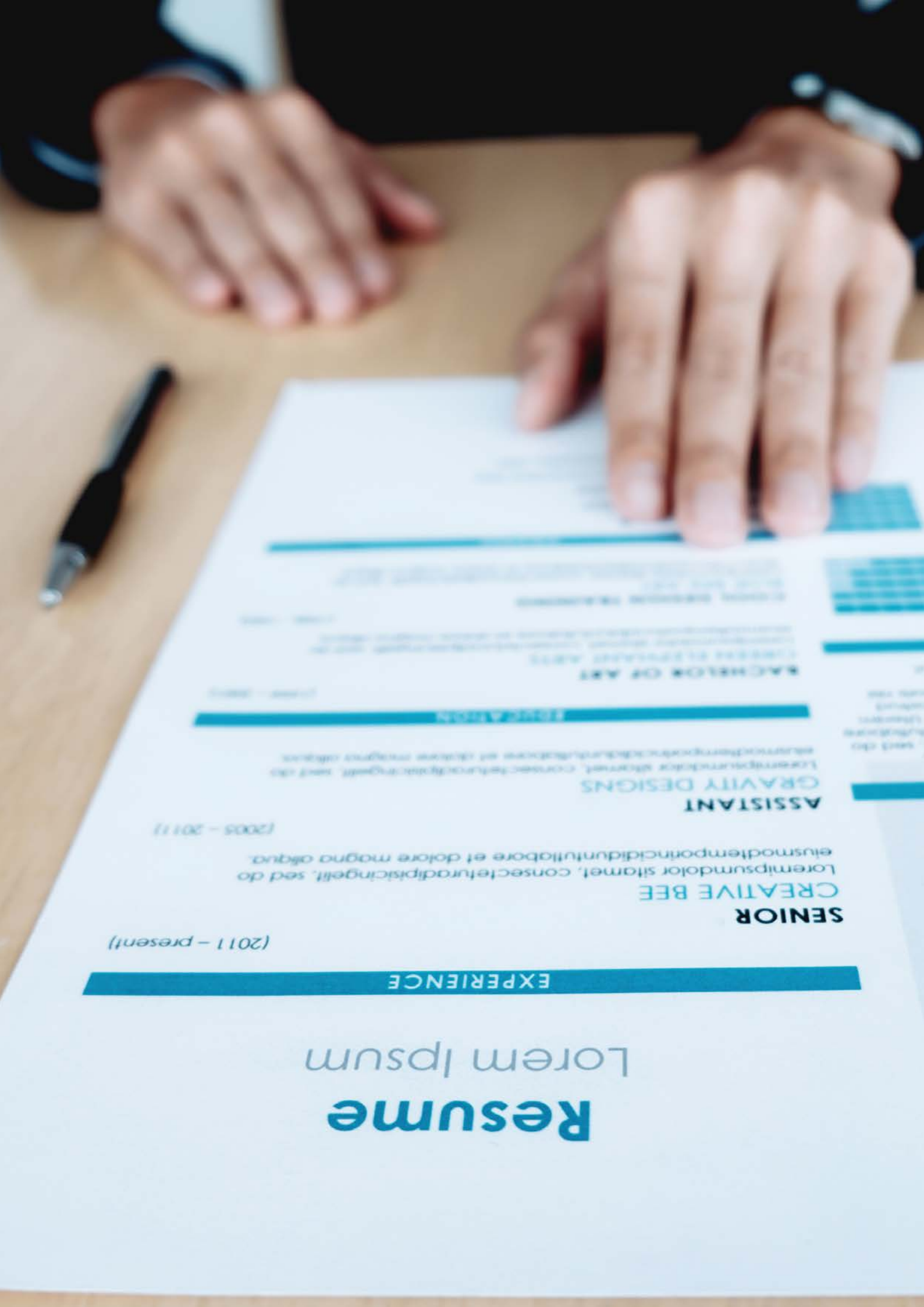
>Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

EDUCATION

BACHELOR OF ARTS

UNIVERSITY OF CALIFORNIA, BERKELEY

(2008 - 2012)



THE INTERVIEW (I)

So you've sent out job descriptions, reviewed tons of resumes, and even completed a few phone interviews, now it's time for a face-to-face interview. Interviews are the classic way for hiring managers to meet with candidates and get to know their skills and qualifications. They allow for an employer and applicant to meet in person and discuss the position in depth.

INTRODUCE EVERYONE

When starting an interview, it is important to ensure everyone knows each other. If the interview is done one-on-one, the interviewer and candidate exchange names and usually shake hands. Some interviews are done in groups or with a panel of interviewers, so candidates should be introduced to each person involved and make sure their information is available to them. Introductions will make everyone feel more comfortable, so nerves can be put at ease. It's best to open with a bit of small talk and 'natural' talk, which can make the candidate feel more casual while staying professional. Start by telling the candidate a little bit about yourself (although nothing too personal) and wait for a reply from the candidate. Then lead into the interview by discussing your position, the position you are hiring for and what you are overall looking for.

USE A PANEL

Many interviewers decide to use a panel when interviewing for open positions. Interview panels generally consist of a lead interviewer with two to three secondary interviewers. A panel with any more people than that can become too confusing and can make your candidate feel overwhelmed or intimidated. These panels allow you to have a chance to write down any notes after asking the candidate a question. While you are writing, another panelist can ask another question and keep the interview going. This not only allows for you to not be the only person asking constant questions, but gives a different perspective with questions you may not have thought of yourself. At the end of the interview, ask each panelist to rate the applicant and compare notes about their responses. Are the responses similar around the board? Do they differ? A panel interview not only saves time for the interviewer, but it gives a chance for more employees to meet the potential employee at once, which can have a bigger impact on choosing a candidate.

MATCH THE INTERVIEW TO THE JOB

Many typical interviews take place in a small office, where the interviewer takes the applicant aside, asks several questions and then the applicant leaves without knowing much more about the job. A better tactic for an interview is to match it to the job that the applicant is coming in for. If possible, bring the environment to the interview, such as taking a tour through the facility while talking or holding the interview in the actual office or work area of the position. When the applicant arrives, monitor how

they have dressed and if it matches the position. Many applicants know to dress nice for the interview, but do they appear over or underdressed? Is their attire fitting for the company? Applicants know what kind of job they are coming in for, so try to make the interview match the position and let the candidate see into it further.

TYPES OF QUESTIONS

There are a variety of types of questions to ask during an interview. The type of question depends on what type of information you want to gain from the applicant. There are questions meant to address personal attributes, questions about abilities and even questions about behavioral qualities. Open-ended questions offer in-depth answers while hypothetical questions can help show the applicant's critical thinking skills. Stress interview questions are questions that are designed to determine how a person reacts under stress or increased pressure and usually involve rapid fire questions with an expectation of a quick response. While they offer different sources of information, remember that they can be facts or opinions and should not be taken personally or at face value. Remember that certain questions cannot be asked in an interview, including questions related to age, marital status, religion, or even sexual preferences. These types of questions impose too much bias and are extremely personal, so they should never be asked to an applicant.

The S.T.A.R. method is a way to ask and answer questions based on the candidate's resume. It normally asks for concise details about their

previous work experience and outlines exactly what they did in their previous jobs and duties.

S.T.A.R. Method example:

- **Situation** – What is a situation you faced in your previous job?
- **Task** – What tasks were involved in that experience?
- **Action** – What actions did you take?
- **Result** – What were the results of those actions?

PRACTICAL ILLUSTRATION

Gerald and Henry were preparing for their first interview for an open position in their banking department. They liked to interview together as a small panel so that they could have different views on the candidate and compare observations later. When the applicant arrived, they noted she was nicely dressed and looked as though she were already dressed for the position. They introduced each other and led her to the banking department and briefly showed her around before settling at a desk in the corner. Gerald and Henry took turns asking questions and took notes about her answers. They asked several types of answers and really got her to open up about her past work experiences and skills. By the end of the interview, they were very pleased with their choice and told her they would call her in a few days for a follow up visit.

*Confidence has a lot
to do with interviewing –
that and timing.*

MICHAEL PARKINSON



THE INTERVIEW (II)

Preparing for an upcoming interview can seem like a daunting task that takes a lot of preparation. An effective interview can help find a qualified candidate quickly while weeding out the applicants that are not. When an interview is done smoothly and effectively, hiring managers can spend less time looking for candidates and will fill the position right the first time.

TELL ME ABOUT MY COMPANY

When an applicant comes in for an interview, the interviewer has a bit of background about them and already has a head start on the conversation. So the applicant should return the favor and know a good amount of information the company they are coming to interview for. Some common questions to ask including asking them what they already know about the position and what does the company do or make. Take notice of what they do know and make notes of what they don't. Is it simple information that can be found anywhere or was there some research to find this information? If they don't know much about the position or the company, or say they don't know anything at all, note this as a red flag. Did they not do their research before coming in? Were they too lazy to go the extra mile? For whatever reason, the candidate should always come prepared to an interview, and not doing so does not show good work ethic.

DISTRACTIONS

When you are conducting an interview, you want your full attention on the candidate and the questions at hand. So before the candidate arrives, check over the interview area and look for anything that could distract you or the applicant. If it will be in your office, ensure that the office phone is off and important papers are not lying around in the open. If the interview will be in an open area, such as the actual department or in a conference area, check over the area and look for any distractions and make sure the flow of outside workers is kept to a minimum. Most importantly, ensure that all cell phones are turned off. It is almost always guaranteed that cell phones will be present. They are one of the biggest distractions that can occur during an interview. Double check your cell phone before entering the interview. If you hear the applicant's phone go off, consider it a deal breaker since it is a sign they do not have enough respect to turn it off before coming in.

INTERVIEW MORE THAN ONCE

It's common knowledge that two looks at something are better than one. In this case, holding a second interview is better than having just one. When reviewing candidates to bring in for an interview, think of which questions you would ask in the first interview and which ones you would save for a second interview. The first interview is great for getting a first impression of the applicant and gaining some introductory information. But a second interview is a chance to expand on the information obtained from the first interview and bring the applicant further into the position.

The second interview is typically the place to discuss topics such as salary and job duties because the applicant is being highly considered for the position.

Topics typically covered in a second interview:

- Proper dress code
- Pay or salary range
- Specific job assignments

WRAP UP

As the interview comes to an end, ensure that things are professionally wrapped up before parting ways. Before the applicant leaves, ask them if they have any questions for you and if there was anything that was not covered in the interview. Be truthful with them about what they can expect next, such as a follow up letter or a phone call. Do not give a specific time of when you will contact them, just in case something comes up, and do not set their expectations too high. Offer them non-specific time range you will try to contact them, such as a set number of days. Let them know the preferred method you will use, such as phone or email, and verify the information you have for them is correct. Give them a business card with your contact information and shake their hand before letting them go.

PRACTICAL ILLUSTRATION

Sandy was following up with a candidate she interviewed over the phone for a sales clerk opening. Josh seemed like a good candidate and Sandy wanted to hold another interview with him. Before he arrived, Sandy decided to clear her office of any distractions and paperwork, as well as turning off her cell phone. When Josh arrived, Sandy asked him several questions about his resume and some of the past companies he worked for. She wanted to know if he had done his research before coming in, so she asked him what he knew about her company. He surprisingly had a wide range of knowledge about her company, including when it was founded, what they do, and how they are planning to expand in the future. Before wrapping up, Sandy asked Josh if he had any questions for her or if she had missed anything. By the time Josh left, Sandy felt good about her selection and made notes to move him further through the hiring process.

The key for us, number one, has always been hiring very smart people.

BILL GATES

SELECTION PROCESS (I)

After you've conducted dozens of interviews, either in phone or in person, it is now time to select a candidate to hire for the position. Of course, this is another process in itself, which can involve employee testing, profile set up and even background checks. Know the candidate you want to select before taking them to the next lengthy step of the hiring process.

TESTING

When an employee is about to be hired, many companies require some form of testing to be done, including written, skills, or even drug tests. Certain tests analyze a person's, behaviors, and traits that you may not be able to gather from an interview alone. These tests often involve hypothetical situations and ask for a solution in the employee's own words. Standard typing and numeric key tests are common in any job that utilizes computers, but know that these tests are not always 100% accurate when analyzing speed alone. Look for number of errors and progress speed before accepting a test result. Drug tests used to be only required for manager positions, but now over 90% of jobs require them for even their entry-level positions. The drug test can test for a variety of substances, including alcohol, narcotics, and illegal drugs. The required

test depends on the position you have open, so each department or job title can require a different set of tests.

LOOK FOR PASSION AND ENTHUSIASM

Traits such as punctuality and honesty are great traits to have in any employee, but traits like these do not make employees unique. Enthusiasm and passion are two qualities that cannot be taught in the workforce but are developed in the employee themselves. When interviewing different candidates, ask yourself if you see these qualities in the person you are talking to. After all, you want an employee who will be happy to come to work every day and will put all of their effort into what they are doing. Do they seem passionate about the job they will be coming into? Do they act enthusiastic about starting with the new company and working as part of a team?

Statistics say over 80% of people are unhappy at their jobs and have lost their passion and enthusiasm at work, which decreases productivity and employee morale. Can your company afford to add to this statistic and can it afford a decrease in production? We didn't think so.

BACKGROUND CHECKS

Background checks were originally voluntary and were not performed in many job positions, but currently they are included in almost all job positions. They are a form of security for the company and help ensure the safety of the company's assets. A background check generally covers driving records, credit reports and past employment, although they can

go more in-depth, depending on the position. It usually returns a list of occurrences, legal actions or even credit receipts on a person's driver's license or social security number. Depending on your type of business, some events may need to be investigated before continuing the hiring process, such as felonies or misdemeanors. If the incident relates to your type of company, such as a bank robbery for an applicant applying for a bank teller position, take extra precaution before continuing and be sure to weigh all options of hiring this high risk applicant.

It is required by law to let an applicant know when a background check is being requested, in case of the event the applicant chooses to refuse the check and forfeit their application. Consent for a background check is almost always included on the application itself, so applicants know that there could be a background check conducted. However, it is a good idea to remind the candidate that a check will be done upon being hired and what it will cover.

TRUST YOUR INSTINCTS

Our instincts are our strongest indicators of red flags and even good omens. Instincts help guide us when we feel as though we're in danger or when we have a 'hunch' about something. Don't ignore these instincts when interviewing a potential new hire. The hiring process can be prolonged and even delayed if the hiring manager second-guesses their instincts by conducting multiple interviews or assessments. Know that you can read over resumes, cover letters and have an idea about a person, but if your instincts are going off when visiting with them over the phone or in person,

take heed of what they are telling you. Do they display uncharacteristic body language, such as crossing their arms or rolling their eyes? Do they seem to be inattentive? Do they seem interested in the position at all? At the end of the interview, trust what your gut tells you about the candidate. The resume may have high remarks about them, but if your instincts tell you otherwise, go with what you know.

PRACTICAL ILLUSTRATION

Amber finished interviewing a candidate for an opening as a telephone operator. She already conducted a background check, which came back clean and clear, as well as several new employee tests, such as a typing test and a customer service test. She was impressed with his scores and enjoyed speaking with him during his second interview. He seemed very enthused about the position and seemed to love the kind of work that it involved, but Amber was still not sure about hiring him. While he was polite, Amber noticed that he crossed his arms a lot and that his voice was gruff at times. When he was ready to leave, he shook her hand but did not make much eye contact. Despite his initial friendliness and good test scores, Amber's gut told her he would not be a good match for the company based on his characteristics. Because of this, she decided to move on to the next candidate.

*A company is only as good
as the people it keeps.*

MARY KAY ASH



SELECTION PROCESS (II)

The selection process is no easy task and can often take days or weeks to complete thoroughly. Sometimes this can scare potential employees away while others don't mind the wait to join your team. Keep the candidates you don't hire on file for back up and focus your energy on the candidates that did make it through your screening process.

EDUCATION LEVEL VS. EXPERIENCE

Resumes are not usually balanced in that the candidate usually has a longer list of past job experiences or a longer list of education and degrees. In some cases, job experience may weigh more than formal education, or vice versa, depending on the position available. In these cases, evaluate the position and determine what it would need more for the employee to succeed. Highly educated individuals may have some of the newest information in the industry and formal training about these positions. However, candidates with more work experience have more hands on training and more first-hand knowledge of the kind of work available. For the position you're hiring, which would be more important? Which would benefit the company more? Don't forget to trust your instincts and go with what your gut tells you.

HAVE A CONSENSUS

As the hiring process comes to a close, now is the time to build a consensus and review every aspect of the interviews that have been conducted. Many people are involved in the hiring process, so before a final decision is reached, have a consensus between all of the interviewers. Take time to consult with each interviewer and compare notes, ratings, and opinions. Gather how each person feels about the candidate and how they think they would fit into the company. When a group weighs the pros and cons together, they are more likely to find a better choice for the position than if one person tries to take on the task themselves.

Build a consensus:

- Consult with all interviewers
- Compare notes and ratings
- Ask for opinions and perspectives
- Come to an agreement about who to hire

KEEP NON-HIRES ON FILE

Even if you decide not to hire an applicant, keep their information on file with the company for a certain amount of time. An interview can collect several types of personal information, so the company may need to create a folder for each applicant to keep their information together in one place. Although they were not chosen this time, it is a good idea to keep these files on hand for future use. You may want to revisit these candidates

if another position comes open or if you need a temporary worker in another department. They are also a good resource to have if your top choice does not work out and you will need to consult the next person in line. Rank the non-hire by the likeliness to be hired next in case you will need to offer the position to someone else – and know that you will have their information nearby and ready to go!

CHECKING REFERENCES

The last step of the hiring process is the process of checking the candidate's references that were offered on the application or resume. In a standard position, 3-5 references are great, while upper management positions can require up to 10, most of which should consist of previous managers or coworkers and few personal references. Even though you've gathered firsthand knowledge about the candidate from the interview and started to form your own opinion, references allow you to speak with an outside source that has also worked with or knows the candidate and has a perspective of their own. Review the candidate's references and determine which one, or ones, to contact and why. While it is usually best to speak with a manager or department head, don't underestimate the value of a reference from a coworker or a subordinate employee. These types of references will offer more insight on how the candidate interacts personally, as well as professionally, with their team members. Create a list of questions to ask the reference ahead of time so that you don't leave out anything. Always remember that even if the reference does not give a glowing review, it does not exclude the candidate from being hired. Take all information into consideration before making any final decisions.

Tips for checking references:

- Gather professional references rather than personal ones
- Ask to speak with a manager or HR representative
- Determine what you want to know from the reference
- Prepare questions before checking with the reference

PRACTICAL ILLUSTRATION

Brad was trying to select a candidate to hire for the open position in the marketing department. Since he interviewed the candidate with a panel, he decided to have a group meeting with them and build a consensus about how they feel about the applicant. They reviewed notes taken and compared their different ratings. One of the other panelists checked the references, which came back with good reviews and without a hitch. One panelist admired how the candidate had recently gone back to school for a degree in marketing, so they not only had job experience, but now had the latest knowledge about the industry as well. Once the panel agreed to hire this candidate, they created separate files for the other candidates that were not hired and filed them by what order they would be hired next, just in case something happened with their first choice and they would need to move on to the next candidate.

*You can employ men
and hire hands to work
for you, but you must win
their hearts to have them
work with you.*

MERLE SHAIN



MAKING AN OFFER

Congratulations! You've made it through the interviews, employee testing and background checks and have determined which candidate would be best for the position. Now is the time to make the job offer, which is an offer that contains the details of topics such as job title, job responsibilities, salary, and benefits. The job offer can be negotiable, but in the end, it is up to you who will fill the position.

DO IT QUICKLY

Now that you have your job offer ready, move quickly to offer it to the candidate and let them know they have been chosen. Time is an important factor when making a job offer and bringing a new hire into the on-boarding process. If the hiring manager delays too long to notify the candidate, they can often lose their first choice because the candidate may have interviewed somewhere else or decided to take a position in another company while waiting for a response. After the final interview and reference or background checks, contact the candidate right away and share the news. This not only shows the candidate that you are interested in making them part of your team, but will help ensure that they accept your offer first before going elsewhere.

If the candidate does not give a firm answer, agree on a deadline of when you will hear an answer from them so that your time is not wasted waiting on a response. This lets the candidate know you are interested, but will move on after a certain amount of time. If the candidate decides to decline the offer, move quickly to offer the position to the next candidate in line (based on your previously made rankings). Whomever the position goes to, the job offer process should be done quickly and efficiently to help speed up the final stages of the hiring process.

EMPLOYMENT DETAILS

Many companies make the mistake of believing that the job offer only covers the salary and benefits of a position, while the previously used job description will cover everything else. Sadly, this is not true and can often cause a lot of confusion with new hires. A job offer should be a complete package and include the details of employment, such as job title, duties and responsibilities, as well as the salary and list of benefits. This package of details should create a vivid picture of what is to be expected of the employee in the new job and what they can expect to receive in return. By leaving out certain aspects, you are misleading the candidate and not giving him the complete package.

What to include about employment details:

- Job title
- Assignments/daily duties
- Hours/shifts and lunches and breaks

- Job expectations
- Salary information
- Insurance
- Benefits
- Other information pertinent to the job

NOTIFY REJECTED CANDIDATES

One of the hardest parts of the hiring process is notifying the candidates that were rejected for the position. Some companies choose to omit this part, whether it is due to lack of time or simply the desire not to speak with the candidate. This step is a great courtesy to the candidates that were not chosen and allows them to move on to another company instead of waiting around for your answer. If there is a small amount of candidates to contact, a brief, friendly telephone call is the best way to inform the candidate and thank them for their time. For a larger amount of candidates, some companies utilize formal letters that inform candidates that the position has been filled and the company has decided to go with another choice. Always remember to be polite and honest – after all, rejection is never easy to hear. If possible, offer some feedback on what you did or did not like about the candidate and highlight their skill sets they presented to you. Let them know that the company does keep interview files on record and that you will keep them in mind if something else comes open.

BE CREATIVE

One of the great things about a job offer is that it can be negotiable and flexible, depending on the company and employee needs. When making the offer to a potential new hire, give them the standard offer the company has for the position and gauge how they react to it. If they need some change or trade off, work with them to see what would work best for them as well as the company. Many employees want to have a work-life balance, so they may be willing to work different hours to ensure they are home more or have more vacation time. Some will value working certain shifts more than others and would be willing to make a trade working holidays or weekends for this. Others may care more about profit sharing or partaking in stock options, which the hiring manager can present by offering salary deductions. Being creative with a job offer allows for the candidate as well as the hiring manager to work out what each of them want, while still achieving what is best for the position and the company in the end.

PRACTICAL ILLUSTRATION

Angela had finally chosen a candidate for the open position in the accounting department. As soon as she reviewed all of the necessary paperwork, she knew she had to act fast to offer the candidate the job and present an offer. She decided to call her into the office and tell her about it there. When Stacey arrived, Angela offered her the open position and told her what the job offer included, such as job hours and salary. Stacey was very happy to have the job, but she preferred not to work

early mornings since she has children at home. Angela was flexible with her and arranged a schedule for her to come in a little later in the morning but had to work some weekends. When the two had shook on it and finalized everything, Angela realized the next step was to contact the other candidates to let them know that they did not make the position and that the company has gone with another choice.

*What high-performing
companies should be
striving to create: a great
place for great people
to do great work.*

MARILYN CARLSON



ONBOARDING

Onboarding is a term used in the business world to define the process of welcoming a new employee and helping them to become productive in the company. Now that you have made your selection and brought a new employee into the company, it is time for them to begin the onboarding process by being trained, mentored and learn how doing well in their position can benefit the company as a whole.

TRAINING AND ORIENTATION

The company orientation is a process that is used to welcome and introduce the new employee to the company and what they are all about. It often reviews company policies, procedures, outlines the role of the employee. Here the employee can ask questions and learn what tools they will need on the job (name badge, dress code, employee handbook), as well as making introductions and touring the facility. Training usually involves the exact position the employee was hired for and focuses more on the job itself rather than the entire company. This is normally done with a trainer or a coworker, who will help the employee know what they are supposed to do. At some point during training, it is advised that the new employee have a meeting with their new manager as a ‘welcome aboard’ meeting. During this time, the manager and employee can go over any forms needed, define the employee’s schedule and shifts, and cover any

information missed in orientation. The more prepared the employee feels in the beginning, the more likely they are to succeed later.

MENTORING

It should always be remembered that no candidate is perfect and will always need some time to adjust to a new work setting. In addition, this new employee will need guidance from management and coworkers to help them understand their role in the company and how the team works together. One form of mentoring is assigning a coworker to work with the employee for a certain amount of time, monitoring their progress and teaching them as they work. At the end of the mentoring period, the coworker can work with management to review the employee and see if they are ready to go out on their own. Other options include a mentorship program with several mentors or creating a peer group to help assist each other at all times. Whichever method, or methods, work(s) best for the employee, never underestimate the benefit of mentoring new employees in the company before “letting them loose”.

30-60-90 DAY REVIEWS

When an employee is hired, a probationary period is often assigned to see how they perform in the first few months on the job. This is the time to assess an employee on the job and how they do on their own. Standard probation periods include 30 days, 60 days, and 90 days. At these check points, it is important to sit down with the employee, provide feedback, review with them what they are doing right or wrong and where you can

offer some tips for improvement. Before each period begins, ensure that the employee knows what is expected of them, such as performance markers and completed training. Help them make goals for each review and determine how they can work toward them and achieve them.

Tips for review markers:

- **30 days** – review introductory information and gauge how they are adjusting.
- **60 days** – touch back on what was reviewed in the last meeting, review current progress, and make goals for the next meeting.
- **90 days** – Review the past 90 days and how the employee is working with the rest of the team, determine if they have met their goals – why or why not?; Make goals for the future and determine if further scheduled reviews will be needed.

MAKE THEM FEEL WELCOME

Being the new hire at work can be just as terrifying as being the new kid at school. But having some sort of ‘welcome wagon’ can help the transition go smoothly and make the employee feel more at home. Employee retention is the goal and can be hard to do if the employee wants to leave as soon as they arrive. Remind current employees that the new employee is a person too and to not treat them as just another set of job functions. Take the employee around and ask everyone to introduce themselves and become acquainted with one another. As the new employee begins their job responsibilities, let them know that you are available for any questions or problems that they have and ensure them that your door is always

open. Remember that hiring new employees can be very expensive when you factor in the cost of interviews, training and new supplies for them, so it is important to focus on retaining the employee and trying to prevent them from leaving by making them feel more welcome.

Tips for welcoming employees:

- Organize necessary paperwork, such as handbooks and policies
- Make introductions between employees
- Ease the employee into duties and responsibilities
- Be available for questions and assistance

PRACTICAL ILLUSTRATION

Samuel welcomed his new employee, Melody, to the business office department on her first day. He wanted her to feel like part of the team, so one of the first things he did was give her a tour of the facility and show her around. He sat down with her and reviewed the company policies and procedures and told her about some of the things they do in the office. Samuel thought a great way to get started was to tell her about the 30, 60, and 90 day reviews and what they mean for her. Together, they made goals for her to reach and determined what she needed to learn in the upcoming weeks. When Melody was ready to go out on the floor to work, Samuel assigned one of the other employees to act as a mentor and help Melody out with as she learned. But Samuel reminded her that she could always come to him as well if she had any problems or concerns. He hoped she felt right at home and would enjoy working with his team.

*You're only as good
as the people you hire.*

RAY KROC

CLOSING THOUGHTS

- **John W. Gardner:** When hiring key employees, there are only two qualities to look for: judgment and taste. Almost everything else can be bought by the yard.
- **John D. Rockefeller:** Good management consists of showing average people how to do the work of superior people.
- **Bill Gates:** If we weren't still hiring great people and pushing ahead at full speed, it would be easy to fall behind and become a mediocre company.
- **R.H. Grant:** When you hire people that are smarter than you are, you've proven that you are smarter than they are





Rick Chisholm made history when he single-handedly changed the professional Audio Visual industry by breaking all the rules and capitalised over 50% market share in Australia with very little capital, no partners, mergers or lenders and set up the first franchise operation of its kind in the world in the late 1990's and early 2000's.

As a 7x founder of companies and 30x businesses such as Innovest, AI Machine, Lightsounds, LSW, Light Emotion with revenue in excess of \$300 million and having employed more than 1,000 staff over the last 35 years. Rick is known as the Start-Up and SME Guru and is Author of a number of books including Business Success for Life. Unlike many mentors, he actually walks the talk and has a number of businesses under management in such areas as Automation, Events management, Importing, Distribution, Retailing and E-commerce.

His BIG passion is Business Education empowering Businesses Owners through knowledge and skills. Whilst Rick has experienced great success, he has also endured many failures. Rick has faced and overcome the exact same challenges you are facing now.



Tala Chisholm is an SME specialist who has owned and managed several small to medium sized businesses in the last 20 years, several of which were eventually sold. She has extensive experience in the fields of retail, franchising, licensing, dealerships, education, importing, distribution and consulting.

Her expertise lies in building and implementing customised cross-platform database and software solutions for businesses, automation, IT, web marketing, advertising, graphic design, business administration, process refinement and implementation. Her business experience ranges from bricks-and-mortar Giftware retailing to highly technical fields such as Security, CCTV, Entertainment Lighting and Audio sales, hire and installations as well as e-commerce.

Throughout her career she also trained and mentored Franchise business owners as well as internal division managers. Some areas of training included retail operations, management practices, business strategy, accounting, cash-flow, marketing, customer service and IT. She has also headed up the drafting of Operating Compliance Manuals for Franchise operations and implementation of all the elements involved.

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Phone: +61 2 8007 2907
E-mail: admin@innovestsme.com.au
Website: www.innovestsme.com.au