Five Keys to Hiring Great Employees

Presented to:
Sage Software Lattes Lunch-n-Learn Webcast
2/12/08

Presented by:
Joan Brannick, Ph.D., SPHR
Brannick HR Connections, www.BrannickHR.com
Webcast Objectives

1. Create your Great Employee Profile
2. Recruit based on your Great Employee Profile
3. Interview based on your Great Employee Profile
4. Use tools other than the interview to hire the best employees
5. Develop an action plan to hire top talent
Webcast Resources

1. Personal knowledge/experience
2. www.about.com
3. www.ere.net
4. www.fortune.com
5. www.nicheboards.com
6. www.sagesoftware.com
7. www.workforce.com
New Focus
Human Resources

From
Resources = Results

To
Relationships + Resources = Results
Common Hiring Mistakes

- Lack of planning and/or clarity
- Incomplete/inaccurate info
- Disconnect between recruiting process, hiring process, job, and organization
- Limited view of who can do the job
- Over/under emphasizing a single piece/source of info
- Failure to check for “disconfirming” info
- Reluctant to change job
1. Define Great Employee Profile

1. Create a Great Employee Profile (GEP)
   - Job fit – what is done
   - Culture fit – how it’s done

2. Info from top/avg/poor employees:
   - Who are they?
   - Demographics
   - Where/how come to you
   - See, Hear, and Listen
   - Outside of work
1. Define Great Employee Profile

3. Use GEP to identify market segments
   - Job/industry-based
   - Geographic-based
   - Education-based
   - Demographic-based
   - Method-based
Great Employee Profile
Example 1

- Yahoo’s Four Core Attributes
  - People skills
  - Spheres of influence
  - Zoom in – Zoom out
  - Passion for life
Great Employee Profile Example 2

TOP EMPLOYEE PROFILE
1. Fundamentally curious
2. Results-oriented
3. Embrace change
4. Multidisciplinary
5. Desire to make a difference
Great Employee Profile
Example 3

Troll the Aisles
1. Define Great Employee Profile

Key Recruiting Questions

- Where were you before?
- How did you hear about us?
- What hobbies/activities involved in outside of work?
- What publications do you read?
- What websites do you visit?
- What radio stations do you listen to?
- What’s your educational background?
- What attracted you to us?
- What makes you stay?
2. Recruit Using GEP

1. Use GEP to target your message

2. Use 3X3 recruiting
   - Referrals
   - Internet
   - Other

3. Create personal relationships through recruiting methods
   - Ads
   - Recruiting events
   - Personal contact
2. Recruit Using GEP

4. "Other" sources
   - Colleges
   - Job fairs
   - Local/national attractions
   - Local/national retailers
   - Print media
   - Professional associations
   - Radio stations
   - Retailers/local attractions
3. Interview using GEP

- Begin with your GEP in mind.
- Past performance is the best predictor of future performance.
- Ask for specific examples.
- Seek contrary evidence.
- Strengthen the relationship.
4. Use Other Hiring Tools

- Personality/Behavioral Style measures
- Simulations
- Work sample
- Individual assessment
Test Factoids (Time, 2006; SATS for J-O-B-S)

- **30%** of employers use personality tests as part of hiring

- **89** of Fortune 100 companies use the Myers-Briggs Temperament Survey

- **6,000** employers administer “integrity” tests to identify dishonest job applicants
Test Usage (Rocket-Hire, 2006; Annual Survey)

- 66% Skills/knowledge (up from 53%)
- 65% Background checks (up from 54%)
- 65% Personality measures (up from 34%)
- 53% Fit with company (up from 35%)
- 42% Cognitive ability (down from 46%)
- 21% Simulations (up from 18%)
- 16% Biodata (up from 15%)
- 7% Online interviews (down from 15%)
5. Create an Action Plan

1. Identify goal(s)/objective(s)
2. Describe steps needed to achieve goal(s)/objective(s)
3. Create measures for assessing progress on goals
4. Identify resources (people and other) needed
5. Set deadlines for goal(s) and steps
6. Hold yourself and others accountable
7. Review and revise
## Sample Action Plan

<table>
<thead>
<tr>
<th>Objective(s)</th>
<th>Action Steps</th>
<th>Accountability Who &amp; How</th>
<th>Measures</th>
<th>Time Line</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve our overall quality of hire</td>
<td>Identify top employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gather info from top employees to create GEP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create GEP - qualities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify recruiting sources based on GEP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create structured interview based on GEP</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What 1 Thing Can You Do?

- Create Great Employee Profile
- Use GEP info to recruit
- Use GEP info to interview
- Use GEP info to identify other hiring tools
- Create a personal relationship with recruits throughout hiring process