

Human Resources....

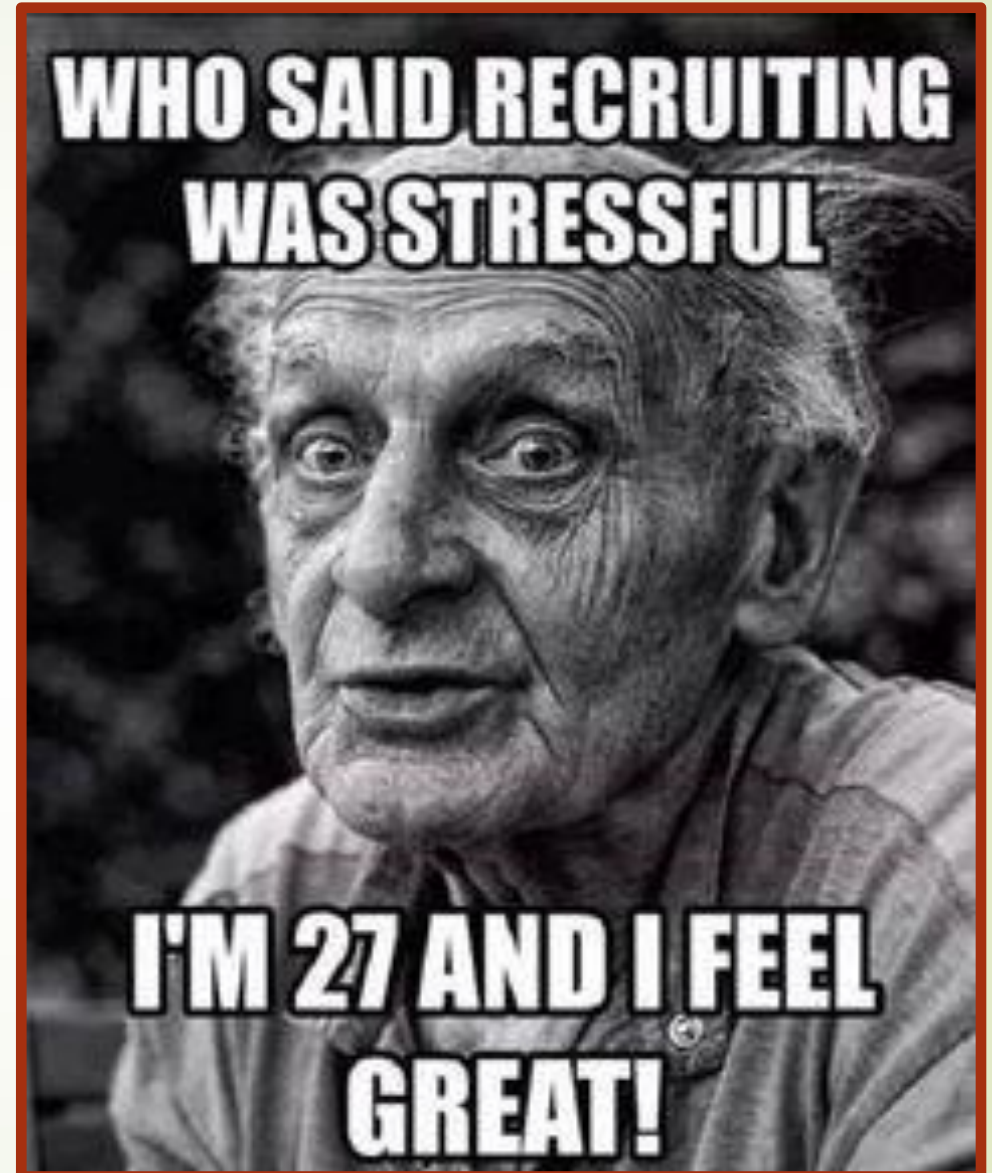
Hiring and Training

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Goals of Session

- ➔ How to recruit employees that are the best fit
- ➔ Developing and training new employees



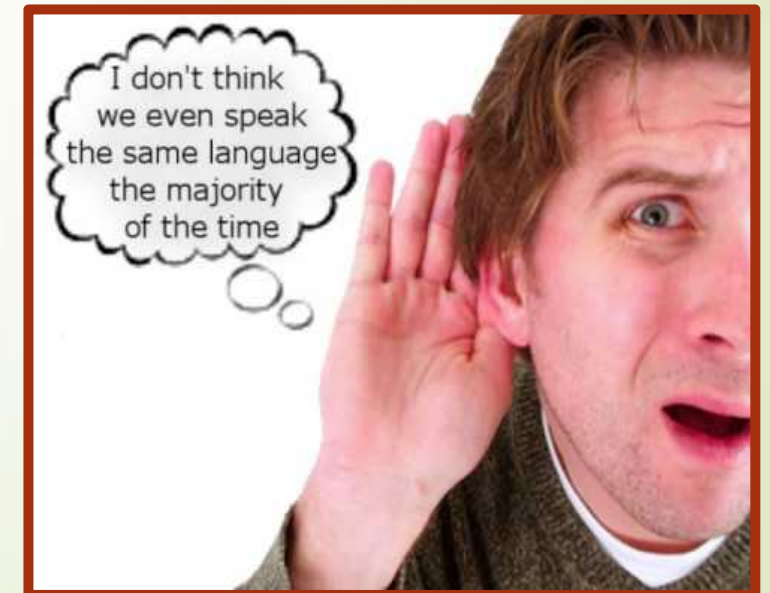
How do you recruit the right employee!

1. Look for someone with a commitment to their career

- ▶ Are they switching careers or jobs frequently?

2. Is there compatibility?

- ▶ Is there alignment between the candidate and your company's goals?
- ▶ Does the candidate fit in with your company's culture?
 - ▶ What kind of culture does your company have?
 - ▶ What kind of workplace do you currently have or hope to build?
 - ▶ What traits do you value most in your employees?
- ▶ Do they have the social skills to get along with others?
- ▶ What are their career goals?



3. Refine your hiring process

- ▶ When advertising job vacancies, make sure all job requirements are clearly stated.
 - ▶ Carefully define the job before posting it
 - ▶ Update job description if needed
 - ▶ Conduct a job analysis
 - ▶ How do you see the job growing within the next few years?
 - ▶ Develop a list of the most desired characteristics of the most qualified candidate (*i.e. leadership, teamwork, communication and interpersonal skills, analytical skills, dependability and strong work ethic, maturity and professional attitude, adaptability and flexibility, good personality, initiative and motivation, creativity and intellect*)
- ▶ Thoroughly review job applications, resumes and cover letters
 - ▶ What's your first impression of the application? Is the job a detail-oriented position? Are there numerous mistakes on the application or is it only partially filled out?
 - ▶ Take note of gaps in employment
 - ▶ Note any special skills, awards or promotions
 - ▶ Look at length of time at each job and reason for leaving each position



4. Conduct a thorough interview

- ▶ Avoid the standard interview: be creative, challenging and allow your co-workers/employees to help
- ▶ Get away from your desk – take them on a tour through the office
 - ▶ Does the person appear to be genuinely interested in the work?
 - ▶ Do they treat people as equals, regardless of their title?
 - ▶ Are they curious and asking questions?
 - ▶ Do they look people in the eye?
 - ▶ Do they treat everyone with respect, and show interest in what they do?
- ▶ Ask them what they know they're not good at

- Be clear about expectations for the job and clearly communicate requirements
- Use behavior-based interviewing techniques:
 - Have them describe how they handled a specific challenge in their previous position.
 - Present a scenario of a difficult situation and ask them how they would handle it.
- Ask in-depth questions:
 - How would you describe your work style?
 - What techniques and tools do you use to keep yourself organized?
 - Tell me about your proudest achievement
 - What are the qualities of a good leader?
 - What is the biggest misperception people have about you?





5. Check backgrounds and references when hiring

- ▶ Don't be tempted to skimp on this step!
- ▶ Not just about verifying past employment history, rather understanding how they work, and who they are as a coworker and employee
- ▶ Ask references pertinent questions to get an idea of their capabilities and work ethic
- ▶ If they were terminated from previous employment, ask why they let them go and if they would hire the applicant again.

Additional Tips....

- Hire someone you could work for if the roles were reversed
- Take your time, don't rush it!
- Always trust your instincts
- It's a good idea to have more than one conversation with serious contenders.
- Remember "Job Relatedness" and "Consistency" when hiring – have solid, objective, reasons for hiring or not



Developing and training new staff members

- Now that you've recruited the best, you need their full buy-in!
- Provide patient, thorough training
- Pair them with a more experienced staff member to mentor and coach
- Provide a solid orientation program.....






ORIENTATION/ONBOARDING

Purpose is to reduce startup costs, anxiety and turnover; save time for the supervisor; and develop realistic job expectations, attitudes and job satisfaction

Retention rate of new employees can be increased by as much as 40% with a strong orientation program.

An effective onboarding process, will help new employees feel comfortable, capable, and become more productive within a shorter period of time.

Most frequent complaint is that it is overwhelming, boring or they're left to sink or swim!



WHAT SHOULD YOU CONVEY IN THE ORIENTATION/ONBOARDING PROCESS?

- Your commitment to continuous improvement and continual learning
- Information about work environment that would make them more comfortable
- Key policies and procedures
- Environmental info (desk, work area, equipment, etc.)
- Basic knowledge, don't overwhelm them!
- Clarify their role
- Explain the value of their work
- Culture of the organization