

Development Suggestions for Effective Hiring

Suggested Readings

Title	Author/Publisher	Learning Mode
High-Impact Hiring: How to Interview and Select Outstanding Employees	Still, Del J. / 2001 / Management Development Systems LLC	Book
First, Break All the Rules: What the World's Greatest Managers Do Differently	Buckingham, Marcus and Curt Coffman/ 1999/ Simon & Schuster	Book + AudioCD
Love 'Em or Lose 'Em	Kaye, Beverly, et al / Berrett-Koehler Publishers, Inc.	Book

Activities

1. To attract the best candidates for a position, identify categories that describe the specific opportunities offered by that particular job. Use this information to create your recruiting message.

Suggestions for categories include the:

- Opportunity to learn marketable skills
 - Opportunity to build valuable relationships
 - Opportunity to use creative talents to tackle challenges
 - Opportunity to produce tangible results
 - Opportunity to manage own time.
2. Build a profile of an ideal candidate. Use the following categories to help you identify the specific traits and characteristics necessary to succeed in the job:
 - Talent
 - Learned skills and knowledge
 - Relevant work experience
 - Ability to learn the kinds of skills and knowledge needed on the job
 - Willingness to spend the time and energy necessary to complete tasks and responsibilities.

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3. Consider the following suggestions to help you increase your effectiveness as an interviewer:
 - Set the 80/20 goal; that is, have the candidate do 80% of the talking.
 - Be comfortable with silence after you have asked a question. This allows the candidate to think and respond.
 - Avoid asking questions that can be answered “yes” or “no.” Instead, ask open-ended questions that begin with “what,” “how,” “give me an example,” “describe,” etc.
 - Avoid asking leading questions. For example, a leading question is, “You probably were willing to work overtime to get the project done, right?” Instead ask, “What did you do to fix the situation?”
 - Avoid asking questions that put the candidate on the defensive. For example, the question, “Why didn’t you just put in the overtime?”, could be perceived as placing blame.
 - Avoid run-on or multiple questions.

4. Prepare an interview guide containing questions you will ask all candidates applying for a position. Emphasize questions that probe a candidate’s past behavior and experiences in areas related to the requirements of the position for which they are interviewing.

Consider asking such questions as:

- Tell me about your most challenging work experience and how you handled it.
- What was the most difficult decision you made in the last 4 to 6 months and why was it difficult for you?
- Give me an example of a successful team experience and how you contributed to its success.
- Tell me about a conflict or disagreement you had with a work colleague and how you handled the situation.
- What was the most rewarding and satisfying experience you had in your last position?

Development Suggestions for Effective Hiring, continued

5. Review the **Filling a Vacancy** topic in the *Supervisory Resource Center* linked to the Leadership Development Program website.
6. Discuss with each employee what he or she personally finds motivating and demotivating in the work setting. Ask for ideas on how these factors could be addressed to meet the employee's needs. Below are common motivators and some suggested tips for building them into the work environment.
 - Achievement – Choose challenging work assignments at which people can succeed.
 - Work itself – Choose work assignments that match your employee's preferences. Give a person a complete unit of work to do and avoid assigning miscellaneous, unrelated tasks.
 - Responsibility – Give people as much responsibility as possible and as much authority as necessary. Don't make them check everything with you. Hold them responsible for the results.
 - Advancement or growth – Increase and diversify work assignments so that the person is challenged by something new.

Tips

1. Interview candidates so as to draw out what they have done in the past in areas relevant to the job under consideration.
2. View recruiting competent people as your responsibility, not that of a human resources department.
3. Ask your human resources manager or office of civil rights to help you understand EEOC and Affirmative Action regulations.
4. Meet individually with your employees to discuss their career goals and to help them identify the skills they need to develop in order to achieve their goals.
5. Identify the one or two employees most likely to replace you, and begin grooming them for your job.
6. Discuss career aspirations and developmental opportunities with employees, and counsel them on ways to enhance career opportunities through growth on the job, training, and developmental assignments.