

How to Hire People-- Testing for the Right Match will Result in Less Turnover

John M. Beane

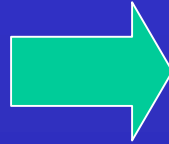
Staff Development Services

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“There is no room
in an organization
for a bad hire.”

GREG STOKES OF
STOKES & KOPITSKY

**Interviewing
& Hiring**

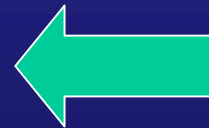


**Orientation
& Training**



**Employee
Life Cycle**

**Coaching &
Counseling**



Transition



Why can't we get the right person in the right job?

- We tend to hire those we “like.”
- We tend to hire those like us.
- We make hiring decisions within the first 5 minutes.
- We're desperate.
- We don't know what we're looking for.
- We don't know the behavioral requirements of the job.

Good Resume +

Good Skills =



Hiring Statistics

- Good interviewing only nets 1 good employee per 7 hires.
- 2 of 3 new hires will disappoint within the 1st year.
- Good interviewing and background checks raise this to 1 in 4.
- Adding assessments that measure behaviors, skills, thinking and other traits will result in 75% or better good hires.

Improving Your Hiring

- Keep control of the interview
- Use silence to your advantage
- Understand the job and the requirements for doing it well
- Develop a series of skill based questions
- Develop a series of behavioral based questions
- Use primary, secondary and tertiary questions
- Use group interviews effectively
- Use a multi-stage interview process
- Use a high quality pre-hiring assessment

“Over the years your services have proved to be invaluable. When we hired in line with your recommendation every new hire was a success, and when we hired against the test it turned out to be a painful experience...”

BEST REGARDS, GREG STOKES—

How to Solve the Hiring Puzzle!

- ✓ Match the right person to
the right job!

"For years our firm relied entirely on our own skills and intuition to make hiring and coaching decisions. The results were as haphazard as our methodology...

Fortunately a friend told us about SDS. About 2 years ago we began using the hiring surveys for all serious job candidates. We have found the reports to be eerily predictive of how likely a person is to fit in with our company culture and needs.

We have learned that both the hiring and coaching surveys are invaluable tools in helping us understand who we are, what our strengths and weaknesses are, and how we can improve ourselves and others..."

MICHAEL LEWIS, MANAGING PARTNER
LEWIS AND DAGGETT

13 facets of Character

1. Emotional Energy: Our engine for meeting life head on and solving it's problems.

Is displayed as physical energy.

13 Facets of Character

2. **Stress:** This is primarily stress generated by the lack of congruence between who the person genuinely is and the person they want others to believe they are. Or how much resistance they encounter.

13 Facets of Character

3. Optimism: How one views the world and their place in it.

4. Self-Esteem: How much one is willing to think about self and one's actions.

13 Facets of Character

- 5. Work:** How much is one willing to invest in accomplishing tasks.
- 6. Detail:** How willing one is to think about and pay attention to what they do.

13 Facets of Character

7. Change: A person's willingness to do new and different things. (Environmental)

8. Courage: Willingness to accept risk.

13 Facets of Character

9. Direction: Identifies how much or little a person is willing to accept guidance.

10. Assertive: Willingness to tell others what they want or need.

13 Facets of Character

11. Tolerance: An ability to deal with others constructively or destructively.

12. Consideration: Whether the person puts their needs or the needs of others first.

13 Facets of Character

13. Sociability: How much a person needs to be around others. (Those who interview well are always high on sociability)

Every Job has those 13 elements

- Use a 1 to 10 scale for each.
- 1 means little is needed
- 10 means a great deal is needed
- Where is the job?
- Where is the candidate?
- The bigger the gap the less likely there will be success.

Test Validity

- When using an assessment:
 - Has it been validated?
 - Can you validate it against your organization?
 - Has it been validated against the U.S. Dept. of Labor Occupational Handbook?

“It was only after I met you and became aware of your survey that I was made to realize which items or characteristics I had been overlooking... There is no doubt in my mind that the ‘pennies’ I pay you for your survey pays for itself a hundred times over. John, thank you so very much for making a very important job around here so much easier!”

BURT BANK, PRESIDENT
NEEDLES CASE MGMT. SOFTWARE