

Ernst Enterprises Newsletter



4 Steps to Improve the Quality of Your Next New Hire!

The economy is slowly picking up and many of my clients and other businesses are again hiring. But, before you post a job, run an ad or do anything to begin a search to find a new hire, we want to share 4 easy steps you can take to significantly improve the quality of your next new employee.

I hear from so many business owners that the odds of hiring a high-quality new employee feels like a coin toss. As a result many business owners keep weak performers and employees with poor attitudes for fear of hiring an even poorer replacement.

Hiring a high-quality employee may feel like a gamble, but we have some steps you can quickly implement that will significantly improve the quality of your new hires. The most important suggestion we can make is to **stop** using the current process that has provided those inconsistent hiring results. Examine the 4 steps outlined below and you will probably see some immediate ways to produce improved hiring results.

4 STEPS TO IMPROVE THE QUALITY OF YOUR NEXT NEW HIRE:

1. Create a results-based job description. The job description should focus on the 5-7 key results or deliverables every job produces on a daily, weekly, monthly, quarterly, or annual basis. For example: a typical job description tends to focus on **activities** by stating for example that a sales person should make so many calls and presentations as opposed to focusing on **results**, such as to produce a specific dollar amount of new business each month. This is the flaw in many job descriptions I review. Consider this, a person can achieve all of their activities and fail to produce any results. List these results in the job posting or any job advertisement in that way every candidate know what results must be achieved.

2. Develop structured interview guides that you will use for every candidate you interview. A structured interview guide is a listing of job related questions you will ask each candidate to ensure you evaluate all candidates using the same criterion. It significantly reduces your risk of an interviewer asking an improper question or screening candidates using factors other than job related reasons.

3. Train interviewers using behavior-based or other proven interviewing techniques. All too often interviewers have not received any formal training and don't know how to ask probing behavior-based questions. Behavior-based questions force candidates to provide detailed responses that enable you to assess the "how" they do the job. Most interviewing skills workshops are ½ day long and reasonably priced. This low-cost investment has a significant ROI that pays back that investment after the first new hire.

4. Conduct background checks and speak to references. A background check is essential if you want to confirm that all the credentials, certificates, and education listed is real. Education fraud is one of the most significant areas of resume/application deception. The second major areas of concealment are criminal convictions. A background check verifies education and other important credentials, and it confirms you are not hiring someone with a criminal history for dishonesty or violence.

WHAT ABOUT PRE-EMPLOYMENT TESTING?

There are *no* magic bullets to find the best candidates. There are any numbers of companies that sell pre-employment tests and market them as the solution to finding the best candidates. There are generally two kinds of tests: one that has the candidate perform the same kind of work s/he would perform on the job. For example a candidate for a welding job would weld metal just as they would do on the job. You can immediately see if they can do the work.

The second test is typically some form of pencil and paper test, where success on the test would correlate to success on the job. The challenge is to confirm that in fact success on the test accurately correlates to success on the job---this is called "validation." Ask to see the test vendor's validation information as it relates to predicting success with your kind of employees in your environment. At a minimum, test your current employees and see if the test successfully identifies the strong and weak performers. If it doesn't accurately identify your strong and weak performers then consider a different tool or method.

Our counsel is that if you use any tests, use them to supplement your interviewing and background check information; don't use them as a pass/fail device. Many people don't test well and there are others who test well but don't perform well.

THERE IS NO SHORTCUT TO FINDING GOOD EMPLOYEES

Recruiting quality new hires is one of the most important things you can do to improve your business results. With all of the qualified candidates available, you need to select the best for your company.

One other thought: if you don't hire new employees that often, selecting a high-quality vendor to help you source high-quality applicants is another way to find the best candidates.

At Ernst Enterprises we can help you assess your current recruitment process and recommend specific changes that will immediately improve your success. We can conduct interviewing skills

training for your managers and we can help you find a high-quality recruiting vendor to assist you in sourcing quality employees if recruiting is not one of your core competencies.

NEXT STEPS

Call Dawn Bremer today at 847/456-6334 to schedule an appointment to discuss how to improve your hiring success today.

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Sincerely,

Mark

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