

ROMIN CURRIER

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**STEPS TO
HIRING
GREAT
PEOPLE**



**A guide on how to identify, recruit
and hire the best people**

These Are The Steps To Hiring The Best People



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Breaking The Hiring Process Down Into Three Parts



Comprehensive Job Analysis

The first part of the hiring process is to complete a comprehensive job analysis. This is easy in theory but as I'll explain in the next chapters can be much harder to put into practice. If this does not happen, your ability to recruit and hire great people will be extremely difficult.

Market The Job

The second part of the hiring process is marketing the position. As you are going to see, the idea of placing an ad and hiring the best candidate that applies means that you have overlooked the best people for the job. This ebook will help you market your job openings to help you attract talent that otherwise would have never applied for the job.

Picking The Candidate

Finally, it is time to pick the right applicant. Chances are that you will see the interviewing process differently after you have read this ebook. You will be able to identify different qualifications in candidates, ask better questions and hire great people that you may have overlooked previously.

First Who, Then What



"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world."

- Steve Jobs

Focus on Employees First

The one consistency I have found from studying great business owners, writers and speakers is that great companies hire the best people. You might be thinking "of course, I only hire the top candidates."

The greatest leaders do not hire the best candidates because they do not wait for the right person to apply for the position. They actively seek out the best people and recruit them. They value passion and results over background and experience.

So how do I go about hiring the best people? To answer this question you need to first know who you are as a company. Second you need to know what your true expectations are of the employees. Finally, you need to develop a process to ensure the employee is the right fit for your company.

Identifying Your Company

The best people advance your company's mission and values. They are driven to do this by the passion for their work. Before you can hire employees that will champion your company's values, the company must first come to understand its mission and values. Businesses do not automatically know their mission and values. From my experience, many have never really thought about these concepts in this way. But you cannot identify the employee with the right passion to move the company forward until you know what it is you want your employees to be passionate about.

What Are Your True Expectations

A surprising number of companies have never sat down and created job descriptions for the positions that they seek to fill. Instead, a familiar understanding of the job is used to create and post ads to fill the positions. I do not believe a company

can truly understand its expectations of an employee unless and until the company memorializes its expectations in a measurable format. Employers that do create job descriptions often lack the characteristics needed to properly measure its true expectations of the employees. I spend more time later on in this ebook on identifying the true expectations of your employees.

Focus on the performance expectations necessary for the employee to be considered successful at the position, not the qualifications you believe are needed to do the job.

How To Identify The Right Employees

If you do not develop the skills to identify the right people, you will fall back on subjective evaluation techniques that do not accurately identify the best people for the job. The subjective fall-back methods of evaluating candidates include relying on a good first impression, a common interest or connection from the past, or someone who checks all the boxes on your basic job description. Without the skills to identify the right people, we tend to favor people who are similar to us. We gravitate to things that are familiar, including personalities and interests. These are the wrong factors to rely upon when you are trying to identify the best people to hire for your company.

The right employees are looking for meaningful work. They will have passion for the work and believe in what the company does. Money is a commodity and employees driven primarily by money will be gone as soon as they find a better paying gig. That does not mean money is not an important factor in the hiring and retention of top talent. But it is not the primary driver of the best people which is the only people you will ever want to hire.

This starts the search for who you are looking for. As you can quickly surmise, the focus is on "who" the person is, not "what" qualifications the person has. The next section delves even deeper into identifying why you have to focus on the who, not the what.

Performance Profiles v. Job Descriptions



Hire Performance, Not Experience

Which of the following job descriptions do you think is more effective at identifying the best people for the job. The first, which is a standard job description:

Project Manager. Must have a bachelor's degree and a minimum 5 years prior experience as a project manager. Will be responsible for leading a team of employees, and responsible for customer satisfaction and that the company's goals are met.

Now read the second which is a performance profile:

Project Manager. Seeking goal-oriented individual that can work closely with our engineering team to develop, design and launch our newest product line. You will be responsible for reaching quota within six month, increasing the customer base by 20 percent within 12 months and prepare and justify detailed cost/benefit analyses to the Board.

The biggest difference between the job description and the performance profile is not just the detail, although that is very important. Rather, the biggest difference is that the job description focuses on what skills the employee must have to be considered for the job. It focuses on the education and minimum work experience. The performance profile on the other hand focuses on the performance expectations that are necessary to be considered successful at the job.

A company that uses the standard job description is going to be excited about candidates that have a bachelor's degree and 10 years of experience as a project manager. Yet, the company will learn nothing about this individual's passion and work ethic. On the other hand, employers using the performance profile will be excited about candidates that demonstrate an ability to meet quotas and grow the business.

At the end of the day, are you really more concerned with the individual's educational background or their ability to meet company quotas and build the customer base? The answer to this is obvious but the exercise hopefully clarifies the value of a performance profile over a standard job description.

Focus On Mission, Values and Talent

If you have hired a number of employees, you've found someone that appeared to have all the skills you are looking for in the job and yet they just did not work out. This is because there is a core problem with standard job descriptions. Having all the skills and experience does not mean the person can actually do the work or wants to do the work. On the other hand, someone that it is seeking meaningful work and believes in what the company is doing can do the work even if he or she does not yet possess all of the skills to do it.

This leads us to the primary reason companies rarely hire the best people. The standard job descriptions eliminate from consideration the strongest candidates. Even if a top applicant did apply, the applicant would be filtered out and unlikely given an interview.

Think of it in this way. If you are promoting someone from within, take a moment and think about why you would promote one employee over another. Will it be based on the employee's years of experience? Or will it be based on the results of the employee's performance in the current job? You should hire from the outside based on the same criteria you use to promote someone from the inside.

"In determining the right people, the good-to-great companies placed greater weight on character attributes than on specific educational background, practical skills, specialized knowledge or work experience."

- Jim Collins, Good to Great

Performance profiles serve other purposes as well. As I explain in the next section, in addition to broadening the pool of applicants, the performance profiles attract the best employees. They also help a company better understand the expectations of each position within the company. After learning this, I sat down with my partner to discuss the difference between performance profiles and job descriptions. Only because of this exercise did we realize that we did not have as clear of a grasp on what we expected from each of the positions that we were hiring people to fill.

You simply cannot hire the best people until you obtain a solid understanding of what your true expectations are of the employees.

Market Your Company To The Best People



Sell Yourself To The Best People

When you market anything, you have to know your target audience so you can understand what they want and make sure you are delivering. This same basic premise applies with job openings. When you have a job opening, you want the best people interested in it.

Traditional job advertising only targets about 15% of the potential candidates and these are rarely the best people.

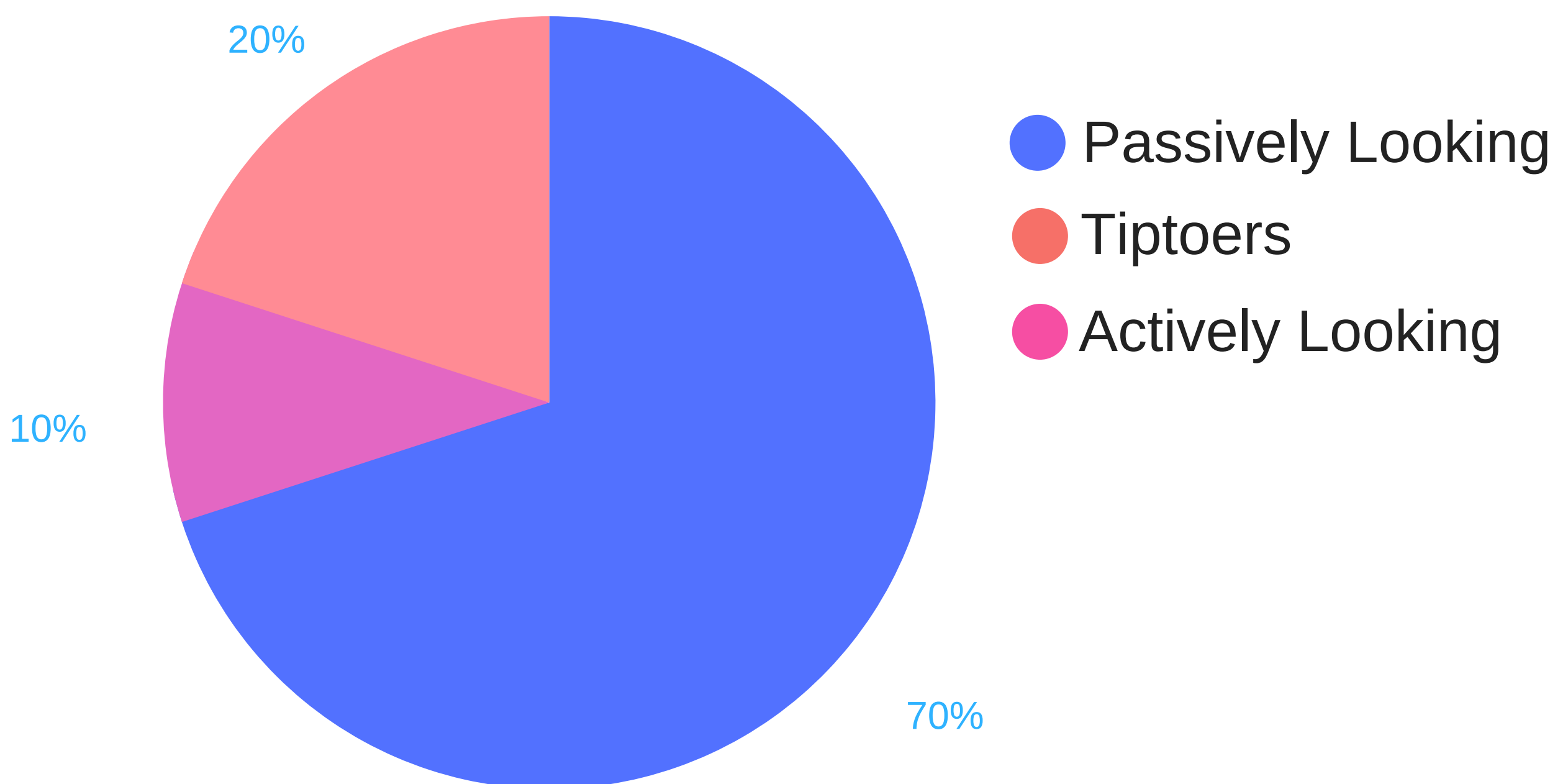
The best people who would consider a move want career opportunities. Early on, we talked about the best employees wanting to do meaningful work. These people will not leave a job

that they consider meaningful work to do the same work at a different place. This is why traditional job descriptions are not effective. The project manager at company X is not going to go to company Y to do the same thing with all the unknowns of starting over unless something unexpected happens. This is considered a lateral move, not a career move.

Part of marketing the job is writing the job posting in a way that attracts the best people. Tell a story about what the person will do, the opportunities for advancement and career growth. If you focus on the skills needed to do the job, you will discourage great talent from applying.

Networking Is A Must

According to Lou Adler, author of *Power Hiring*, only about 10 percent of prospective candidates are actively looking for a job. Another 20 percent are what he calls "Tiptoers" who are actively employed people only casually looking at other opportunities. Nearly 70 percent are considered passive lookers. They are actively employed and not really looking for a new opportunity. The best people are going to fall into the passive looker category the vast majority of the time.



Adler's research discovered that a large majority of individuals that he surveyed learned of the job opportunity and ultimately accepted the new position through networking. In Adler's book, *Hiring and Getting Hired*, the percentage of tiptoers that obtained a new job from networking versus the formal application process was 3:1 and for the passive lookers, the networking v. application ratio was 7:1. Since the best people are passive lookers, the only way to attract the best people is through networking.

Common Mistakes Made In Interviews



Apply The Scientific Approach To Interviewing

Employers must look at interviewing from more of a scientific approach and less from an artistic approach where the interviewer relies on feelings and intuition. Too often, employers rely on subjective characteristics to evaluate candidates because they never learned to interview candidates properly. Earlier we explained that if an interviewer is not trained to identify talent, these individuals fall back on the subjective criteria of a good first impression, favoring someone similar to themselves or favoring someone based upon a connection that does not indicate that individual's ability to succeed in the position. They decide that they like the person and this influences their hiring decision. While we want to hire people we like, relying on this as a primary factor in deciding whether the candidate is the right person for the job is a mistake.

Interviewing Without Studying Job Requirements

The scientific approach requires that you know what is truly expected from the candidates. Too often, an interviewer does not have a job description that he or she can review in preparation for the interview. If the company does have a job description, the interviewer does not take the time to review it prior to the interview. When this happens, the interviewer applies the artistic approach to interviewing, falling back on the subjective evaluation criteria that will not identify whether the candidate is the best person for the job.

Ask The Right Questions

The same scientific approach must be applied to the questions that are asked during the interview. Going into an interview without questions prepared in advance makes the interviewer look disorganized and unprepared. It will also prevent the interviewer from getting to the information that is really necessary to evaluate the candidate.

It is not enough to prepare questions in advance, you also need to know what questions to ask. I break the important interview questions into two categories. The first are situational questions. The second are behavioral questions. These questions are designed to delve into how the candidate handles specific situations. This helps the interviewer better assess the candidate's true potential.

For example, the question "Tell me about yourself" ultimately tells you very little about the candidate's ability to perform. Conversely, the question "Describe for me your greatest workplace accomplishment" tells you about how the individual performed. The best people appreciate this question because they are eager to describe their best work accomplishments. The question also opens the door to a conversational approach to interviewing and is fertile ground for a lot of follow up questions that will be equally as insightful. For example, one follow up question is to have the candidate describe the hurdles he or she had to overcome to make the accomplishment become a success. The information from these questions will go a long way in properly evaluating candidates.

What Is Off Limits In An Interview

Avoid Questions Based On Protected Categories

Some questions are considered off limits during a job interview. Notably, there are no "illegal questions."

However, if you ask someone about information that identifies them as a member of a protected class and then you do not hire that person, that is evidence that the reason you did not hire the person is because you learned that he or she is a member of a protected class. And that is illegal.

These questions are typically irrelevant and there is no need to ask them. Employers do need some information and if you fail to formulate your questions in advance, you are risking asking a question that is off

limits. When you prepare

questions in advance, you give yourself time to craft the questions in a way to avoid these risks. For example, do not ask the employee where he/she is a U.S. citizen. Yet the employer needs to know that the employee is permitted to work in the U.S. In this situation, the question should be phrased "Are you authorized to work in the U.S.?" This question avoids asking about a protected category, i.e., national origin, but gets the information the employer needs.

Off-limits:

- Race
- Age
- Religion
- Color
- Place of birth
- Disability
- Marital status
- Children



Best Practices For Conducting Interviews

Things To Do When Interviewing

1) Interviews are stressful for candidates. You want to reduce the candidate's stress level because you will learn more about a candidate that is comfortable opening up to you about themselves and their prior performance.



**Do's
and
Don't's**

2) Identify what the candidate must accomplish to be considered truly successful at the job. This requires a critical analysis of the job and the employer's most important expectations of the person that fills the position.

3) Prepare questions in advance based upon what you have identified as the performance requirements of the job. Use behavioral and situational questions to get answers needed to most effectively evaluate whether the candidate is the best person for the job. Preparing questions in advance will also help protect you from asking questions that may lead to litigation in the future.

4) Create a scoring sheet that helps you grade the candidate objectively. Use the performance profile to identify what criteria you want to use to measure the candidate's qualifications for the job. This will help you maintain an objective evaluation of the candidates.

5) Sell the company and the position. The purpose of the interview is to decide whether this candidate is the best person to fill the position. The best people are also evaluating the company to make sure the company is the right career move for them. You do not want to oversell the position or the company, but you do not want to miss the opportunity to reaffirm why this position is a great opportunity.

Things To Avoid Doing When Interviewing

1) Do not fail to properly prepare for the interviews. This ebook lays out the importance of hiring the best people because the individuals make or break an organization. Failing to properly prepare for the interview undermines everything else you are trying to accomplish in the business.

2) Avoid disruptions. They can disrupt the flow of the interview and you may not get the real information that you are seeking from the candidate if the comfort level is interrupted or you or the candidate gets distracted. Turn off your cell phones; shut down your computer or at least your email and have the office hold all calls. Make sure everyone else is aware that the interviews are taking place and you are not to be disrupted.

3) Do not judge too quickly. We form first impressions when we meet new people. These first impressions can skew our perception of the individual on criteria unrelated to the candidate's ability to be a great employee. Consciously avoid relying on these first impressions and avoid forming opinions until you have completed at least the first 30 minutes of the interview.

Background Checks Are A Must



What Constitutes A Background Check

Background checks is a broad term that encompasses several things an employer needs to do before hiring an employee. Each employer should complete the following background checks:

- 1) Criminal background check;
- 2) Calling references; and
- 3) Calling past employers.

These background checks are designed to ensure the candidate has been honest,

that they do not pose a

risk to the business and minimize turn over which costs the employer. There are other types of background checks that may be appropriate for companies.

Employers can perform credit history checks. These types of checks are particularly important for employees that will be responsible for handling the company's money. Driving history checks may also be necessary if you have an employee that will be driving for the company.



Risks Of Running Background Checks

Employers that use third party agencies to handle background checks must make sure that they comply with the Fair Credit Reporting Act. Complying with this Act requires the employer to provide the candidate with a

WARNING

Employers that use a third party agency to provide background checks are subject to the Fair Credit Reporting Act.

written disclosure notice. The disclosure notice must be a stand alone document that does not incorporate anything else into it other than giving the employer permission to conduct the background check. The employer must get the employee's signature on the document before ordering a background check.

If the employer relies on the background check in its decision not to hire the candidate, then the employer must provide the applicant with a copy of the report along with a written description of the applicant's rights under the Fair Credit Reporting Act.

Risks Of Not Running Background Checks

Employers expose themselves to legal liability if they fail to perform background checks. The liability arises where an employer hires an employee and that employee causes a third party harm that in some way is linked to his or her employment. Had the employer performed a background check, the employer would have discovered the employee was not suitable for the job. The injured third party sues the employer for negligent hiring alleging the employer should have known better than to hire the employee.

For example, a lady buys furniture from a local furniture store. The furniture store has delivery drivers that deliver the furniture to the customer. The delivery drivers learn how to access the customer's home as part of the delivery and learn that the lady lives alone.

One of the delivery drivers returns a couple days later, gains access to the home and rapes the lady. It turns up in a background search that the delivery driver has a history of violent assault and the lady sues the furniture store for negligent hiring, alleging that had the furniture store done the background check, it would have discovered the employee was unfit for the job. The furniture store is liable for negligently hiring because had it done the background check, it would have discovered the employee was unfit to work in a position that gave him access to customer's homes. This is a real case and the furniture store was ultimately found liable and responsible for paying the victim over \$1 Million dollars.

In closing

Thank you for the interest in these materials. I hope this ebook has been informative and you are able to apply these hiring principles to your organization. The principles are designed to apply to any position whether it is an executive position, management or staff.

The goal is to develop a workplace culture that is built around employees that are dedicated to the mission and values of the company. As an attorney that has been representing businesses for 18 years, the principals outlined in this ebook address issues that many of my clients have faced at some point.



About the Author

Romin Currier, Esq. has dedicated his 18 year career as an attorney to representing businesses on legal as well as operational matters. Mr. Currier advises clients on all aspects of employee issues from hiring to firing and frequently lectures other attorneys on these topics including a webinar titled Hiring and Firing in Florida.

Mr. Currier has received numerous client distinction awards, received the highest possible A/V Rating from attorneys and judges that have experience with Mr. Currier's practice as well as other awards such as Top Rated Lawyer In Labor & Employment law.

For more information on legal and operational issues that businesses face on a day to day basis, call Mr. Currier and look at the content shared on the following sites:

www.pincusandcurrier.com
[linkedin.com/in/romincurrier](https://www.linkedin.com/in/romincurrier)
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324 N. Lakeside Ct.
West Palm Beach, FL 33407
Telephone: (561) 868-1340
rcurrier@pincusandcurrier.com

