

HIRING RIGHT

Hiring wrong will cost you

January 23, 2020



SPEED NETWORKING

Pair up with someone in the room that you do not know

Did you make any new year resolutions? Are you still keeping them up?

What has been your highlight of the week?



ABOUT ME



Travel and
adventure



Sports and Music



Family



TODAY'S AGENDA

- Cost of hiring
- Legal aspects of recruiting
- Behavior Based Interviewing
- How to create a performance-based interview that fits the job and the culture



COST OF HIRING

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- **What are some of the biggest challenges we face in HR when hiring new employees?**
 - Finding the right candidate in a competitive job market
 - Wages in ag vs other industries
 - What else?





COST OF HIRING

Recruitment Budget	Estimated Cost
Professional Recruiter	\$15,000 – \$25,000
Job Boards	\$1,500 - \$2,500
Background checks	\$50-\$75
Onboarding and Training	\$1,500
	\$ 18,000 – \$29,000

New Hire Costs	Estimated Cost
Salary	\$100,000
Fringe Benefits	\$35,000
Training (takes 2-24 months)	\$50,000
Onboarding and Training	\$1,500
Total	\$186,500

**Cost is over
\$200,000**

COST OF HIRING

- Hiring right takes time and patience
- Sometimes you face hard truths:
 - Job descriptions
 - Skills
 - Team dynamic
 - Candidate is perfect on paper... then you meet them





COST OF A BAD HIRE

- Poor employee performance
- Bad hire might lack:
 - The skills and abilities needed to complete tasks
- Bad hire might cause:
 - Employee morale - bad employee can have a negative impact on the entire workplace
 - Increase turnover – might cause a good employee to leave
 - Burnout – others around them working more
 - Lost productivity – some other might pick up the bad habits or time spent talking about bad hire



LEGAL ASPECTS OF RECRUITING



EMPLOYMENT PRACTICES

- Ensure your teams know what they can and can not ask
- Beginning of the year is always a great time to review your paperwork and processes
- There is a session after lunch on the legal requirements for the hiring and firing processes

Equal Employment Opportunity is
THE LAW

BEHAVIOR BASED INTERVIEWING

WHAT IS BEHAVIOR BASED INTERVIEWING?

- It is a complete business process for hiring bar-raising talent by integrating sourcing, interviewing and recruiting into one seamless system.
- This process helps us find the ideal candidate

HOW TO SET UP A SUCCESSFUL PROCESS

- Every company is different, do what works for you and the business

PREPARATION



- Review job description and prepare a job analysis
- Identify job duties and skills that will be required
- Anticipate future needs – is this position going to potentially be a succession plan for another? If so, how long will we have to prepare new hire for future role(s)?
- Meet with the hiring manager and get an understanding of their expectation for new role and for HR
- If possible go to work area where employee will be working, it will give you a good visual for location and type of work they will be doing.

RECRUITING

- How will you attract the right applicants in a competitive market?
- Use as many recruitment tools at your disposal:
 - Networks (not just HR networks but job specific)
 - Job Boards
 - Internally
 - Get creative (trade schools, career fairs, etc.)
- Recruiters and Hiring Managers must be partners in the process



PERFORMANCE BASED PHONE SCREEN

- Set up phone interviews with qualified candidates.
 - Typically I take between 30 – 45 minutes per phone interview
- Use a semi-scripted phone interview
- Review resume and have pointed questions prepared
- Send your summary to the hiring manager along with why you would or would not recommend



PERFORMANCE BASED PHONE SCREEN

1. Welcome and review job and organization
2. Review motivation for applying for position
3. Review work history
4. Ask about most significant accomplishment
5. Determine interest and recruit



PERFORMANCE BASED HIRING PANEL

- When conducted properly a panel interview is a useful interview method.
- The key is to have all interviewers involved know their role
- Set up a measuring tool



PERFORMANCE BASED HIRING INTERVIEW

Step 1: Introduction and understand motivation

Provide a 2 minute overview of job.

Obtain short background

Ask what the person is looking for and why



PERFORMANCE BASED HIRING INTERVIEW

Step 2: Stay Objective – Wait 30 minutes before deciding

Note immediate reaction to the candidate

Stay objective

Measure 1st impression at the end of the interview

Objective



PERFORMANCE BASED HIRING INTERVIEW

Step 3: Conduct Work History Review

Look for achiever pattern

Have the candidate explain gaps in employment or why they left each position

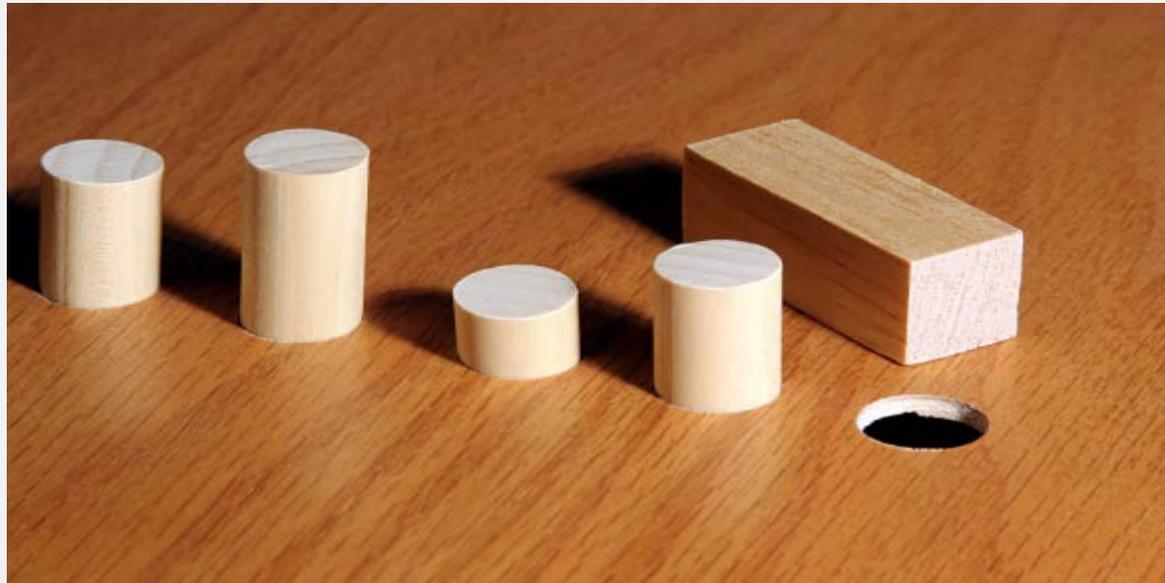


PERFORMANCE BASED HIRING INTERVIEW

Step 4: Determine job fit

Ask about major accomplishments, dig deep

Look for trend over time



PERFORMANCE BASED HIRING INTERVIEW

Step 5: Determine job-related thinking and problem-solving

One major challenge we're currently facing (describe)

How would you go about resolving it?



PERFORMANCE BASED HIRING INTERVIEW

Step 6: Allow time for questions

Delay candidate questions until the end, when they're most spontaneous and meaningful



PERFORMANCE BASED HIRING INTERVIEW

Step 7: Recruit and close – Be positive, mention competition

While I'm seeing some other strong candidates, I'm impressed with your background. What are your thoughts about this position?

PERFORMANCE BASED HIRING INTERVIEW

Step 8: Measure first impression at the end of the interview

Consider the impact on you and on others.

Would the impact affect performance?

FIT THE RIGHT PERSON WITH THE JOB AND CULTURE

- The panel interview should be able to show you the ideal candidate for the role
- It is okay to have candidate return for additional interview or tour if necessary
- Recruiting isn't selling it's marketing

FOUND THE RIGHT FIT, NOW WHAT?

- Every hiring manager has a style, ensure that the recruiter knows the style and communicate, communicate, communicate
- Extend offer to candidate
- Walk through the pre-hire process if you have one
- Talk about what to expect on the first day

FOLLOW UP WITH NEW HIRE

- It is always good to follow-up with the new hire 2-4 weeks after they have started working to ensure they have everything they need to be successful.



FOLLOW UP WITH HIRING MANAGER

- Check in with the hiring manager at 30-60 days to ensure the on-boarding and training of new hire has been a smooth process



THANK YOU FOR YOUR TIME

