Recruiting, Hiring and Managing Employees
Assessing Your Staffing Needs

- Fill needs, not desks

- Prepare a job description
  - Primary responsibilities
  - Secondary responsibilities
  - Experience required
  - Compensation
  - Preferred educational background
Researching the Market

- Stay informed about local hiring trends
  - Which firms are actively hiring staff?
  - What’s the economic outlook for your region?
  - Refer to the business section in your newspaper
  - Review classifieds or online job postings
  - Network with others in your field
  - Actively participate in business organizations and professional associations
  - Ask peers about their recruiting experiences
Researching the Market

- Salary trends
  - Industry publications
  - Internet research
  - Salary guides
Where to Find Candidates

- **Internal employees**
  - Have inside experience
    - Know the firm’s “ins and outs”
    - In tune with the office culture

- **Personal recommendations**
  - Evaluate using same criteria as other applicants
Where to Find Candidates

- **Staffing services**
  - Gain access to broad range of candidates

- **Networking**
  - Use all of your available resources
    - Local trade organizations, business groups
    - Job fairs, local colleges
    - University alumni associations
Where to Find Candidates

- Classified ads
  - Popular option, but has drawbacks:
    - Useless resumes
    - Release of competitive information
  - Give a snapshot of salary and benefits
  - Answer two key questions:
    - Why would someone want to work here?
    - What separates this firm from others?
How to Review Resumes

- Start with a system
  - Be flexible

- Review styles
  - Chronological
  - Functional
How to Review Resumes

- Read between the lines
  - Note typos and misspellings
  - Read the resume from the bottom up

- Follow up with phone calls
  - Narrows the pool of applicants
  - Saves time
Getting the Most Out of Interviews

- Begin with easy openers
  - Ask simple questions to put the candidate at ease
    - “How did you hear about this job opening?”

- Alternate types of questions
  - Closed: “Did you enjoy your last job?”
  - Open: “What did you enjoy most about your last job?”
Getting the Most Out of Interviews

- Use hypothetical questions sparingly – couch questions in behavioral context
  - Example
    - “Can you tell me how you’ve handled urgent projects with competing deadlines?”
    - “Can you give an example of you enhanced productivity in your previous position?”
  - Pitfalls to avoid
    - Being too vague
    - Failing to step in if candidate goes off track
Getting the Most Out of Interviews

- Rephrase questions when needed
- Listen
- Take notes
- End on a positive
The Evaluation Process

- Assess candidates effectively
  - Don’t fall victim to the “halo effect”
  - Maintain perspective
  - Limit input from others
Finalizing Your Decision

- Check references
  - Handle the process yourself
  - Confirm reference’s ability to evaluate candidate’s skills
  - Verify candidate claims
  - Don’t jump to conclusions
Finalizing Your Decision

- Make the offer
  - Don’t wait

- Welcome new employees
  - Provide an orientation
    - Explain core values and expectations
    - Clarify job responsibilities
    - Give starting projects
    - Assign a mentor
Managing Employees

- Establishing open communication
- Fostering teamwork
- Creating a safe-to-risk environment
- Empowering employees
- Recognizing employee achievements
- Conducting effective performance appraisals
Establishing Open Lines of Communication

- Talented people want ...
  - To be heard
  - To know what’s really going on inside an organization

- Schedule brainstorming sessions
Establishing Open Lines of Communication

- Listen
  - Focus completely on the conversation
  - Do not interrupt the speaker
  - Build rapport
  - Avoid prejudgment
Establishing Open Lines of Communication

- Be available
  - Maintain an open-door policy
    - Allot at least 20 percent of your day to unscheduled interactions with staff
    - Make sure employees have no trouble reaching you
    - Take an honest look at your schedule and behavior
Fostering Teamwork

- Establish a common goal
  - Why does the team exist?

- Set up processes
  - Making decisions
  - Sharing information
  - Resolving conflicts
Fostering Teamwork

- Encourage idea-sharing
  - Make sure everyone participates

- Get involved
  - Work alongside your team
Creating a Safe-to-Risk Environment

- Encourage reasonable risk
  - Ask for your employees’ input
  - Respect candor
  - Reward risk-taking, no matter how it turns out
Empowering Employees

- Offer autonomy
  - Make recommendations instead of giving commands
  - Give decision-making power

- Ask employees to devise solutions
  - Don’t provide all the answers
Recognizing Achievements

- Give day-to-day praise and recognition
  - Say “good morning” and “thank you”
  - Show you value their contributions
    - Initiate social activities for staff
    - Send birthday cards
    - Provide personal or public recognition
    - Give small gifts for special occasions
    - Offer tickets to sporting events and shows
    - Provide free coffee and snacks
Conducting Effective Performance Appraisals

- Make them a year-round process, not a one-time event
- Engage in a two-way dialogue
- Deliver negative feedback with care
- Establish goals
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