

Hiring the Right Staff/ Select for Success

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1 PM ET

Part II

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OVERVIEW OF WEBINAR

- **Hiring the right people is critical to the success of any business, and the interview is the core of the recruitment/hiring process. In today's job market, candidates are more savvy, and better-prepared in answering your questions with the answers employers want to hear.**
- **This webinar series will help you make better hiring decisions. You will learn effective interview techniques, how to prepare for and structure an interview, and the types of questions to ask to select the best candidates, (combination of process of discovery and competency-based behavioral interviewing). We will cover methodology, assessing and listening skills, evaluating body language, and common mistakes to avoid. We will discuss both effective phone and in-person interviews.**
- **Following this two-part series, participants will be better-equipped with the techniques learned in this seminar, have enhanced interview skills, confidence in predicting success, and resulting in hiring better candidates.**

We will not cover

- Recruitment Strategies – How to find candidates
- Affirmative Action – EEO rules and regulations

PART II OVERVIEW

- Highlights of Part I
- Second-round interviews – Why and How?
- The importance of selecting for cultural fit and success
- Reference checks – How to make the best of the reference call

HIGHLIGHTS OF PART I

- Phone interview
- Preparation for interview
- Comfortable and professional setting is key!
- Structure of interview
- Types of Questions-Open-ended, situational, probing
- Assessment

A Comfortable Environment is Key!



MORE ABOUT CULTURAL FIT

- Most employees are hired on skill, and fired because of “fit”. Cultural fit is as critical as skill; perhaps more important.
- Each organization has its own special culture. Most often, it initiates by its most senior leader, and driven by its industry, (i.e. technology companies tend to be very fast-paced. Customer-facing companies tend to have a greater emphasis on people, and have internal customer-centric cultures).

WHAT IS YOUR CULTURE?

- Company Mission Statement
- Values
- Ethics
- Goals
- Strategy and Future
- Common attributes of your employees

SECOND ROUND INTERVIEWS

- Purpose
- Who should interview?
- Focus of second round (usually determined from observations/questions from initial interview)
- Prepare interviewers for their role in the interview process

SECOND ROUND SUGGESTIONS

- Include any other individuals the candidate would report to, or regularly interact with
- Possibly include peer level. Candidates tend to show a different side with peers and superiors.
- Share your initial impressions and any questions you have about a candidate. Second round can probe further.

REFERENCE CHECKS

- Make the best of the reference call! (*typically provide only favorable things*)
- Structure and time to allow
- Types of questions?
 - Leading, Open-ended, Probing
- What types of references? (Minimum of 3)
Superior, peer, and subordinate, perhaps a client

Conducting Reference Checks

- Schedule a telephone call. Indicate you will need approximately 20- 30 mins.
- A welcoming and conversational tone. Very important!
- Give the reference an overview of the role
- Prepare your questions, prior to call, but allow the conversation to evolve –be flexible.

Conducting Reference Checks, Cont..

- Begin by thanking the reference, tell them about your company and specific role.
- Ask to describe their working relationship and how long they worked together (dates)
- Next, ask the reference to describe their experience working with ***Candidate***, and their overall impressions.

Types of Questions for References

- The actual questions will vary depending on the role with your company
- What were some of the key contributions, ***Candidate***, made to your company?
- What was ***Candidate's*** most significant accomplishment and when? –Key!!
- Describe a situation, where ***Candidate*** improved a customer relationship or fixed an on-going business issue?

Types of Questions for Reference cont.

- Tell me about your most recent performance appraisal or coaching session with ***Candidate***.
What development issue(s) did you discuss?
How did ***Candidate*** respond to coaching?
What was the outcome?
- Structure questions based on your specific culture.

Cultural Fit Questions

- Determine culture's attributes. Structure questions accordingly. (i.e. if you have a culture that is very collaborative or consensus-driven):
- Give me an example of how ***Candidate*** built consensus amongst your employees, who had differing opinions or approaches.
- For all cultures: What are 3 adjectives that best describe ***Candidate***? Simple but telling!

Reference Checking Tips

- When structuring open-ended questions, think: Situation – Action – Result!
- Inform reference, the information provided will assist in onboarding, to ensure a successful transition. More likely to get honest comments.
- Listen for consistency or inconsistency amongst references!

Suggested Books

- How to Hire A-Players: Finding the Top People For Your Team-Even If You Don't Have a Recruiting Department, *by Eric Herrenkohl*
- Hire the Best and Avoid the Rest, *by Michael W. Mercer*
- 96 Great Interview Questions to Ask Before You Hire, *by Paul Falcone*

Questions?

- What do I do if the reference provides me with different information than the candidate?
- What if the reference is rushed and provides me with only wonderful things to say about the candidate?
- What if I am directed to Human Resources and they will only verify information?

About Sterling Partners, LLC.

- Sterling Partners, LLC was founded in 2009 and provides advise to clients on successful recruitment strategies, behavioral interviewing and selecting for success.
- Our services include full-day and partial-day training programs, webinars and public speaking engagements.

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