

Hiring the Right Staff/ Select for Success

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1 PM EDT



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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

Why Competency-Based and Process of Discovery?

- Explanation of methodology
- Pitfalls of pure competency-based interviews, (most employees are hired for skill and fired for lack of “fit”)
- Open-ended questions
- Probing questions

The Foundation

- Preparation is key –Review resume against the position and competencies
- Ideally conduct a phone interview first to determine who you will meet in person-What to look for
- Interview Setting-professional but comfortable

A Comfortable Environment is Key!



Structure of the interview

- Brief friendly conversation to create a comfortable setting (no more than 5 mins)
- Start from earliest point and work forward in work history
- 80/20 rule! The candidate should be talking 80% of the time
- Assess throughout and conclude with probing questions based on impressions.

Types of Questions to Ask

- Ask open-ended questions which will elicit more information, and ask follow up questions
- For instance, an open-ended question would begin with “Tell me about a time (or situation)...*Actual questions vary upon role and candidate. Avoid too many, “Do you have (skill) or do you know...?” questions (See Suggested Books)*
- Look for Situation, Action, Result

Follow up and Probing Questions

- Once a candidate has answered a question, follow up, with questions, when appropriate, (especially important when candidate uses “we and our”, when explaining their job. Probe for their role and contribution)

Evaluating Body Language



Body Language-Look for:

- Eye Contact-*breaks in contact or looking down frequently*
- Voice-*fluctuations in tone, extremes or harsh tones*
- Behavior-*open/relaxed vs. overly confident or stiff (be careful, nervous behavior is common, usually not an issue)*

Interview Tips

- Although an interview should be structured, remain flexible and continue to probe, where appropriate.
- Be wary of answers that appear to be canned, and ask follow up questions to learn more.
- Cultural fit is as important as skill-set.
- Watch for too much “I” or “We” from the candidate. A balance is best.

Common Mistakes to Avoid

- Beware of “Halo effect” or initial “gut reaction”.
- Interviewing with a focus more on skill and less on ability or fit in the company
- Often interviewers find themselves talking too much and answering questions-Remember the 80/20 rule!

To be covered in Part II

- 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

Questions?

- What if I have two great candidates; how to I chose the best one?
- What do I do when a candidate answers all the questions well, but I still have doubts?
- Is there a good way to end an interview, once I determine the candidate is not right for the job?

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*

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.

Sterling Partners, LLC.

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Hiring the Right Staff
August 2, 2017 1:00 PM EDT

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