

Tips for hiring the right worker, the first time

The war for talent is stronger than ever. Finding qualified, effective people is difficult, expensive and exhaustive. Hiring right is fundamental. How do you do this?

First, train hiring managers on how to interview. This starts with clearly defining the job. Having the right employees in the right roles for the right amount of time simply cannot be downplayed. It does seem like a pretty easy concept, right? Then why do so many companies get it wrong? During the hiring process, one major reason companies inadvertently hire the wrong people is because it is not clear what skills or attributes they are looking for. Creating basic job descriptions for every role in the company will save time, money and painful experiences for all involved.

Second, take the time to find the right person. Hire a recruiter if you have not successfully done this before. Another major reason that companies inadvertently hire the wrong person is that there is a lack of time allocated to find and screen and interview qualified candidates. Often the manager tasked with filling the position is stressed, carrying a heavy workload and feels rushed to fill the position with any warm body.

Any manager put in this position may hire the person who may be “good enough” and end up with him/her not being able or willing to meet company expectations. In order to avoid hiring the wrong candidate, time must be allotted to hiring managers so that they can take an appropriate amount of time to find the right types of candidates, ask the right questions, get the right people involved in asking those questions and to finally give realistic job previews to the top candidates.

Supply and demand drive the availability of qualified candidates; therefore, every position will take a different amount of time to properly fill. For some positions, this may take twelve hours over two weeks; for other positions, this may take ten hours a week over two months.

Third, set the new hire up for success. Unless your culture is punitive, do not have a probationary period. As leaders, we want our employees to do their job, take responsibility, be accountable and act like an adult. Then why the heck would you start new work relationships off with “Welcome to the team, you are on probation.” This is not how to start

a trusting, positive relationship. You are now inferring, yes I may have chosen you as the best candidate but I do not trust you to do the job - but maybe, just maybe, I might trust you are the right person in 90 days, 6 months or a year. This is ridiculous. At-will-employment spells out that every employee is on probation every, single day (unless there is a contract, and even then, the terms often allow for termination for cause).

If you are worried that you chose the wrong person for the job, hold the hiring manager accountable not the new hire. If you are worried that they may not “catch on” to your processes, improve your systems and training programs. If you are worried that they may file unemployment, again hold the orientation process and the hiring manager accountable for not conducting better interviews. In most states, new hires cannot file until after 90 days of employment, so get your act together and make sure your team is doing everything possible during those first 90 days for a successful new hire experience. Please note this is a leadership and operational duty, not an HR responsibility. If your policies are outdated - change them. Use positive verbiage and policies. An introductory period is appropriate but it shouldn't be negative or punitive. Culture is key. Your policies should reflect your culture.

Considering how difficult it is to recruit employees, keeping them is vital. Developing your managers into true leaders should be CEOs' number one concern. After that is developing all employees, from the receptionist or maintenance staff to your executives and board members. Why? A recent Gallup report states employees desire engagement and if they do not get it from their management team, they will be looking for a new job. The same report states employees leave due to lack of career growth opportunities. Employee and leadership development is a now a cost of doing business and is no longer avoidable. Hire right the first time, because who has time to do it over?

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